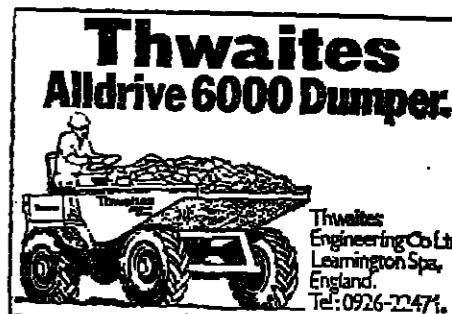


# FINANCIAL TIMES

PUBLISHED IN LONDON AND FRANKFURT

Monday November 5 1979

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## NEWS SUMMARY

## GENERAL

## Moslems storm U.S. embassy

### Secret reserves theory supported

Moslem students stormed the U.S. embassy in Tehran, seized an estimated 90 Americans and vowed to stay there until the deposed Shah was sent back from New York to face trial in Iran.

Iran's biggest political group, the Islamic Republican Party, backed the embassy occupation. In a state television broadcast, the IRP said: "The party defends this action and knows the U.S. to be an enemy of the Iranian nation."

A spokesman for the Ayatollah Khomeini said the occupant had the Ayatollah's personal support.

## O'Rourke held

IRA member Michael O'Rourke, who in 1976 blasted his way from a top security prison in Eire, faces a deportation hearing in the U.S. O'Rourke, wanted for questioning in two suspected IRA bomb slayings, is being held in the Salem County, New Jersey, jail on charges of violating U.S. immigration laws.

O'Rourke was listed as Ireland's public enemy number 1 in January 1977 after police linked him to the 1976 bomb assassination of British ambassador Christopher Ewart-Biggs.

## Mountbatten trial

One of Dublin's tightest security operations has been mounted for the trial of two men accused of murdering Lord Mountbatten. The case, at Dublin's anti-terrorist Special Criminal Court, is expected to last at least three weeks. The courthouse will be the centre of round-the-clock Irish army and police activity.

## Casino charges

Fourteen people have been charged after police raids on four of London's top casinos. Scotland Yard said the 14—mostly men—would be charged with conspiracy to steal and/or Gaming Act offences. More than 450 police and Gaming Board officials were involved in the swoop on the West End clubs, all owned by Corals.

## Armed attack

Six people were reported killed and 21 injured when armed forces tried to take over the headquarters of Bolivian coup leader Colonel Alberto Natusch. It was unclear whether the Colonel had been ousted. Page 2

## Iraq's navy plan

Iraq, determined to assert itself as the dominant power in the oil-rich Gulf, plans to double the size of its navy. Iraqis have presented naval equipment shopping lists to suppliers in the Soviet Union, France, Britain and Spain. Page 2

## Five accused

Five men will be charged with murder and conspiracy to murder following the discovery of a handless corpse in Lancashire three weeks ago. The men will be accused of killing New Zealander Christopher Johnstone, 27, thought to be leader of an international drug smuggling ring.

## Briefly

Atomic power station reactor in Northern Japan stopped automatically after trouble in the condenser pump.

Bjorn Borg of Sweden beat Jimmy Connors of the U.S. 6-2, 6-2 to win the \$300,000 World Super Tennis Tournament in Tokyo.

At least 18 people were killed by shock waves from an under-sea earthquake in West Java.

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## Ministers determined on BBC cuts

BY RICHARD EVANS, LOBBY EDITOR

MINISTERS are maintaining their determination to press ahead with the cuts in the BBC's external services budget in spite of a growing revolt by Conservative MPs which threatens defeat for the proposal when it comes before Parliament.

Tory rebels, led by Mr. Julian Critchley, MP for Aldershot, are seeking a meeting with Mrs. Thatcher this week in an attempt to persuade her to abandon the cut of £27m. But the view in Whitehall is that a climbdown at this late stage would damage the Government's credibility over its public spending cuts.

If the Government sticks to its plans, announced as part of

the major public expenditure review last week, it is hard to see how it will force the proposal through the Commons if a vote can be engineered. More than 90 Tory back-benchers have signed a motion condemning the cuts, and many have said they would vote against them.

Mr. Callaghan and other opposition leaders have already criticised the cuts. It would require in theory only 22 Tory MPs to join the opposition to defeat the proposal.

The opportunity for a vote could come later this month. The Opposition is pressing for an early debate, and the Tory rebels would then table an

## Bankers agree to Chrysler waiver

## FT BUSINESS OPINION SURVEY

## Confidence at two-year low

BY DAVID FREUD

By Ian Hargreaves in New York

CHRYSLER Corporation's bankers have given the Treasury's \$1.5bn package to save the company a month's breathing space by agreeing once more to waive default clauses on loans of \$800m.

Chrysler, because of its dwindling working capital, has been in breach of the terms of these loans for three months, and a previous monthly waiver expired at midnight last Wednesday.

It may still be difficult to sell the arrangements to the dockers. Their original opposition, however, is likely to be softened if the Government decides to start procedures under the Dock Workers Regulation of Employment Act to eventually bring Hunterston into the Dock Labour Scheme.

The Government is not keen to extend the scheme, but has already told union officials that if they reached agreement on Hunterston it would agree without commitment to consider the scheme port.

Saturday's talks included lay members of the West of Scotland docks committee who unanimously accepted the proposed arrangements. Some union officials indicated that committee

members had been given powers to reach agreement on behalf of the dockers.

However, a major question remains about the response of the Transport and General Workers Union dockers affected by the agreement reached after 13 hours of talks at the TUC. The agreed manning arrangements are little different from those accepted by the corporation and the Iron and Steel Trades Confederation which touched off the original dispute at the beginning of the year.

They are also similar to the agreement made by national union officials of the two unions several weeks ago, which were eventually rejected by the dockers.

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Continued on Back Page

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## OVERSEAS NEWS

**UAE seeks higher price for oil exports**

By James Buchan in Jeddah  
THE CHAOS in the pricing structure of the Organisation of Petroleum Exporting Countries and the divisions within the organisation worsened yesterday in Jeddah when the United Arab Emirates indicated that it will seek to re-establish the price differential on its crude.

Dr. Mansi Said Otaiba, the UAE Oil Minister, also warned that the UAE will no longer feel itself bound by OPEC decisions if the present fluctuation of them by producers continues.

Dr. Otaiba said that the UAE is seriously considering reducing its oil production next year, as Kuwait and Libya have also threatened. UAE production is now 1.4m barrels a day, but the loss of as little as 500,000 b/d would seriously increase upward pressure on prices.

The statement was made in Jeddah to the official Saudi press agency, and given the traditional alignment between Saudi and UAE oil policies, it is conceivable that he was speaking without Saudi knowledge.

Since July 1, the UAE's main crude variety, Abu Dhabi Murban has been sold at \$21.55 a barrel. Because of its low sulphur content at 39 degrees API, it is relatively easy to refine and thus more expensive than heavier crude.

This differential became meaningless last month when Iran lifted its 34 degrees API Iranian Light to \$23.50—which was within the ceiling but unrealistic in terms of the price structure. Dr. Otaiba said: "The price we charge for our oil—i.e. \$21—has become obsolete."

"The UAE's present oil production is extremely high and cannot possibly be sustained," Dr. Otaiba added. But he left the final decision whether, and by how much, to cut present production until next month's OPEC meeting in Caracas.

**Iraq 'plans to double size of navy'**

BAGHDAD—Iraq is planning to double the size of its navy as part of an ambition to assert itself as the dominant power in the Gulf, according to European diplomatic sources here.

The Iraqis are believed to have presented shopping lists for naval equipment to superiors which range from the Soviet Union to France, Britain, and Spain.

The equipment requests, the sources say, would roughly double the size of the navy, reflecting Iraq's desire to become the leader of the Gulf, a role which has been vacant since the Shah of Iran was ousted last February.

Iraq's shopping list includes frigates, missile-equipped fast attack craft, torpedo boats, tank landing craft, speed boats and a variety of electronic monitoring and guidance equipment, according to European sources with access to the Iraqi naval establishment.

The Iraqi leadership under Saddam Hussein, the tough, 42-year-old former underground fighter who became President in July, regard the strengthening of the 4,500-strong navy as a high-priority task.

"It is obvious that Iraq wants to be the leader of the Gulf,"

said a Western envoy. "It is equally obvious that the leaders here are deeply worried about Iran."

That concern deepened last September when the 28,000-strong Iranian navy staged a six-day exercise in the Gulf, the first since the overthrow of the Shah.

The exercise, which was denounced in Baghdad, lent urgency to Iraq's plans to build up its navy. "They are in a hurry," one diplomat said.

In what diplomatic observers here see as a major setback to Iraqi ambitions in the region, the six Gulf states meeting in

the Saudi Arabian mountain city of Taif last month pointedly failed to invite Iraq.

The meeting grouped Saudi Arabia, Kuwait, Qatar, Oman, the United Arab Emirates and Bahrain. Topics included an Omani proposal for Western participation in assuring the security of the Gulf's oil routes.

A Saudi statement at the end of the conference indicated that the Omani proposal had been turned down.

Reuter

**Israel seeks Cairo energy deal**

BY ROGER MATTHEWS IN CAIRO

MR. EZER WEIZMAN, Israel's Defence Minister, will see President Anwar Sadat today in another effort to resolve the dispute over the price Israel will pay for Egyptian oil. Egypt has agreed to supply Israel with 2m tonnes each year under the terms of the peace treaty.

Israel is understood to be offering about \$23.50 (\$11.40) a barrel, while Egypt is demanding a figure much closer to the \$32.50 that it has received for some months on the Rotterdam spot market. In the past few weeks Egypt is believed to have

been getting up to \$40 a barrel for specific shipments, and this may well harden its negotiating stance with Israel.

The selection of Mr. Weizman, not a man noted for his knowledge of the oil industry, to negotiate with Mr. Sadat thus becomes even more important. The Israelis are obviously counting on the personal rapport between Mr. Weizman and President Sadat to overcome the difficulties—a tactic that has not been lost on senior Egyptian officials.

They fear that Mr. Sadat may be persuaded to sell the oil at a price that will reduce the major impact that crude sales have been having on the Egyptian balance of payments. Latest estimates show that Egypt may earn more than \$1.1bn from oil sales this year and that this will push the external account into overall balance in 1979. Egypt is officially forecasting earnings of about \$900m.

With Israel due to hand back the Alma oil field in the Gulf of Suez later this month an agreement on price is needed fairly quickly.

**Italy willing to increase \$1bn credit to China**

BY PAUL BETTS IN ROME

ITALY IS willing to increase the \$1bn eight-year credit line it granted to China last May to amplify economic and commercial co-operation between the two countries.

This appears to be the first major result of the four-day Italian visit of Hua Guofang, the Chinese chairman, who arrived here on Saturday on the last leg of his European tour.

After preliminary talks with Sr. Francesco Cossiga, the Italian Premier, and Italian economic ministers, it emerged that China is particularly interested in Italian co-operation for the modernisation of its agricultural sector.

In this respect, the visit is expected to consolidate already advanced negotiations between China and the Turin Fiat car group for an eventual deal estimated at some \$600m, whereby Fiat would supply tractors to China and modernise existing Chinese agricultural machinery plant.

Mr. Yu Quli, the Chinese Deputy Prime Minister, flew to Turin yesterday to visit Fiat plants and other factories specialising in agricultural machinery and machine tools. Italian officials yesterday emphasised that China was interested in co-operation in a number of other key industrial sectors and in Italian technology in the telecommunications field.

Chairman Hua spent yesterday visiting Venice—the city of Marco Polo, the celebrated traveller whom the Chinese Chairman has not failed to refer to as an example of a deep-rooted association between China and Italy.

Chairman Hua said on his arrival that he was at last repaying Marco Polo's visit to China in the 13th century. Italians have not failed to point out however that while it took Marco Polo (who, incidentally, brought spaghetti back with him) three years to reach China, it has taken some 700 years for a Chinese Head of State to come to Italy.

Huang Hua, the Chinese Foreign Minister, yesterday paid a courtesy call to the tiny independent republic of San Marino, one of the smallest countries in the world and one of the first to recognise the Republic of China.

**Black union blow to S. African labour laws**

BY QUENTIN PEEL IN JOHANNESBURG

THE MAJORITY of independent black trade unions in South Africa decided at the weekend not to register under the new Labour dispensation unless they are allowed to remain non-racial in both membership and control.

If they are refused registration on that basis it will leave a big hole in the South African Government's attempt to bring black workers' organisations within the labour laws.

The decision by 17 unregistered black unions is the most representative black response so far to the proposals of the Wiehahn Commission which argued that black unions should be recognised within the law.

However, several other black unions—the so-called parallel unions organised under the umbrella of existing white trade unions—are expected to register.

The weekend meeting involved 14 unions belonging to the Federation of South African Trade Unions (Fosatu) and three other black unions based in the Cape Province. There are about 30 black unions currently operating in the country outside the labour laws.

The other issue which has concerned the black unions is that migrant workers from the tribal homelands, who make up at least one third of black workers in the country, are not granted the automatic right to belong to trade unions.

The independent unions are also concerned that both Government and individual management—particularly of foreign multinationals—will actively encourage the more conservative parallel unions and thus try to eliminate the independent union movement.

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# WORLD TRADE NEWS

## UN groups call for Kampuchean independence

By Our UN Correspondent

RIVAL VIETNAMESE and ASEAN proposals circulated in the United Nations yesterday, each with the stated aim of establishing Kampuchea's right to chart its own political course.

But the draft by Malaysia, Singapore, Thailand, Indonesia, and the Philippines would have the General Assembly—which begins debate on the question—

on November 12—call also for the immediate withdrawal of all foreign forces from Kampuchea. Clearly, this is directed at the Vietnamese military presence.

Flanking their new political colours, Afghanistan, Grenada and Nicaragua joined Vietnam, Laos and Angola in sponsoring the draft resolution which the Asian group opposes.

## China deal for Chicago company

By MARALYN EDID IN CHICAGO

THE CHICAGO business community has strengthened its developing trade and investment ties with China, when an official Chinese delegation left the city at the weekend carrying two new agreements.

Following an agreement between First National Bank of Chicago and China International Trust and Investment Corporation (CITIC) that effectively makes the bank an agent for foreign investment in China, FMC signed a protocol with CITIC that agrees to "explore the possibilities for technical and commercial co-operation" between itself and China.

FMC is a \$2.5bn diversified manufacturer of such items as agricultural, food processing,

oil-drilling equipment and bulk material handling systems—products high on China's shopping list. The protocol further says that the "two parties will exchange delegations to identify areas of mutual interest" that could involve joint ventures and technology transfers.

Company officials are reluctant to comment in detail about their dealings with the Chinese, but FMC has been doing business with China since 1974, and believes the market offers significant growth opportunities, given the company's product line and China's need for basic heavy equipment and desire to develop its natural resources.

First National America's 10th largest bank signed an agreement on Monday with CITIC

that will position the bank as an intermediary between decision-making bodies in China and foreign companies seeking investment and trade with China.

Deutsche Bank AG has concluded loan agreements with the Bank of China, but the West German Bank declined to reveal the amount or the terms of the bilateral arrangements. Reuter reports from Hong Kong. The bank said it had enjoyed a correspondent relationship with the Bank of China for 20 years and handled 40 per cent of the financial settlements of West Germany-China trade. Deutsche Bank has been involved in discussions in Peking aimed at expanding its relationship with the Bank of China.

## Indonesia-Tokyo in LNC pact

By YONG SULONG IN KUALA LUMPUR

AN AGREEMENT confirming intent to purchase liquid natural gas (LNG) was signed here at the weekend between Berhad of Malaysia, the Tokyo Electric Company, and the Tokyo Gas Company.

The agreement was signed by Tan Sri Abdullah Salleh, Mr. G. Hiraiwa and Mr. T. Murakami, the heads of the three respective organisations.

Under the agreement, Malaysia LNG, the developer of the large natural gas reserves of Sarawak in East Malaysia, will begin supplying LNG to the two Japanese utilities companies over 20 years, beginning with 2m tonnes in 1983 and rising to 6m tonnes from 1986.

The price of the gas has not been fixed. This would be done in the sale and purchase agreement to be concluded later, but the price formula has been agreed upon.

Tokyo Electric will take 4m tonnes of the gas while Tokyo Gas will take 2m tonnes.

Malaysia LNG is 65 per cent owned by Petronas, the Malaysian state oil company, while Shell and Mitsubishi hold 17.5 per cent each.

The LNG project, costing \$1.2bn, has already been delayed for five years owing to protracted negotiations between the three partners of Malaysia LNG.

However, they are confident the liquid natural gas would come on stream in January.

### World Economic Indicators

TRADE STATISTICS					
	Sept. 79	Aug. 79	July 79	Sept. 78	
UK £bn	3.6	3.6	3.6	3.1	
Exports	3.7	3.7	3.6	3.3	
Imports	-0.1	-0.1	0.0	-0.2	
Balance	-0.1	-0.1	0.0	-0.2	
U.S. \$bn	15.832	15.821	15.669	13.4	
Exports	18.666	18.177	16.777	15.1	
Imports	-2.834	-2.357	-1.108	-1.7	
Balance	15.832	15.821	15.669	13.4	
France Frs.bn	38.520	34.329	36.919	30.881	
Exports	40.307	39.496	37.883	29.578	
Imports	-1.787	-3.167	-0.964	-1.303	
West Germany DMbn	25.2	24.7	26.5	24.800	
Exports	23.3	23.7	25.9	20.100	
Imports	+1.9	+1.0	-0.6	-4.700	
Balance	-1.4	-0.7	-0.1	-4.700	
Holland Fls.bn	10.160	9.981	10.882	8.227	
Exports	11.403	10.532	11.203	9.594	
Imports	-1.243	-0.551	-0.321	-0.867	
Balance	-1.243	-0.551	-0.321	-0.867	
Italy Lire bn	5.032	4.390	5.234	3.207	
Exports	4.449	4.776	5.219	2.863	
Imports	+583	-386	-15	-344	
Belgium Frs.bn	137.00	145.416	129.895	123.580	
Exports	140.851	156.551	138.715	131.040	
Imports	-3.151	-11.135	-8.820	-7.460	
Japan \$bn	8.510	8.133	7.810	7.954	
Exports	7.400	8.080	7.300	5.019	
Imports	+1.110	+0.053	+0.510	+2.935	

This announcement appears as a matter of record only.

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September 1979

## Aluminium giants in Kwangsi smelter bid

By Robert Gibbons in Montreal

ALUMINUM industry officials say the three major Western light metal producers, Alcan, Aluminum, and Pechiney of France, have offered technology and other forms of help to China for the 600,000 tons yearly smelter planned for Kwangsi.

Estimated cost of the project is between \$1.6bn and \$1.5bn and its existence as a priority in modernisation of Chinese economy was recently revealed to a Japanese Government trade and industry mission.

The smelter would rank as the world's largest.

Though the Western companies are offering technological help to the Chinese, they would not use shareholder funds if any of the three finally makes a deal.

## Sabena to buy three A-310 Airbuses

BRUSSELS — Sabena, the Belgian national airline, has announced the purchase of three A-310 airbuses, and has taken out options to buy three more at a later date.

Sabena said the three 215-seat aeroplanes, the first airbuses it has acquired, would be delivered from 1984 onwards and The deal is said to be worth some \$150m (£70m).

Had the agreement been fully implemented, Ireland's car assembly industry probably would have been wound up by the end of the 1980s, for at that time some 80 per cent of all vehicles assembled in the

## • NEWS ANALYSIS — BY AILEEN QUIGLEY

## Car makers apply brakes

IRELAND FACES an almost certain phasing out of a large part of its motor assembly industry by the late 1980s.

Republic were of British origin. But in 1967, the quota system, which had been nullified by the Free Trade Agreement, was supplanted by a special law to limit the number of fully built-up (fbu) vehicles entering Ireland.

Assembly was able to continue with some success until Ireland joined the EEC, when the Common Market Commission found that the special agreement with Britain was against the principles of free trade.

A commission ruling required that Ireland's limitation on importing fbu vehicles had to end by 1985.

Ireland exports few cars, shipping an average of 3,000

vehicles a year out of the country compared with imports of something over 70,000 a year.

By the time cars are assembled, and allowance is made for transport costs, most assemblers are finding that it simply is not worth a company from the UK had to be eliminated. Import duties were also to be reduced by 10 per cent each year until they reached nil on July 1, 1975.

Had the agreement been fully implemented, Ireland's car assembly industry probably would have been wound up by the end of the 1980s, for at that time some 80 per cent of all vehicles assembled in the

of the foreign groups concerned, only Ford is specific in

its intention to carry on. Ford has been in Ireland since 1917, and is the nearest thing to being a producer of an Irish brand of car.

In 1972, it undertook an extension rationalisation, which had the dual benefit of increasing the volume of production and improving production standards.

Since then, its Cork plant has produced the Escort and the Cortina. These account for 75 per cent of all Ford sales in the country, and are the largest volume selling models in Ireland.

As for Fiat, it has been exporting some 400 cars to Britain per month since last summer, and this is seen as part of that company's policy of continuing in the assembly business. Fiat's entry into the EEC in 1973, few manufacturers see any hopes of continued assembly beyond the mid-1980s.

Ireland's car-makers have been facing tough times since the 1960s, and the wind-down of their industry has been accelerating since the Republic's entry into the EEC in 1973. Few manufacturers see any hopes of continued assembly beyond the mid-1980s.

Assistance to diversify is available from Ireland's Industrial Development Authority, and there are grants available equivalent to 35 per cent of the cost of fixed assets to be used for manufacturing.

The European Social Fund also supplies funds for diversification. There are some 2,300 workers employed in vehicles assembly at present, but the number is dropping fast.

It is clear that the assembly industry will largely evolve into a distributive network over the next few years. The question, therefore, is not whether assembly will continue but whether a profitable component industry using the skills available can be built up.

## Great Lakes grain trade rates begin to steady

By William Hall, Shipping Correspondent

IN THE dry cargo markets interest continues to centre on the Great Lakes grain trade where rates have more than doubled this year. Over the last three weeks they have risen by close to a third as charterers rush to move the backlog of grain before the season closes on December 18.

Denholm Coates report that rates in the Great Lakes have now consolidated at around \$43 per ton. For ships of around 25,000 dwt. There has also been demand for time charter vessels for the Great Lakes trade and rates of over \$10,000 per day for early tonnage have been reported.

These rates are considerably above the going rates for non-Great Lakes activity but even so rates in other parts of the dry cargo market have been firmer.

In the Atlantic grain trade for 55,000 tonners U.S. Gulf Continent have moved back above the \$17 per ton mark and Chinese charterers have been notably active. Over the last week or so they have fixed tonnage at \$35/\$36 per ton and at \$40 per ton.

Demand for coal and iron ore is also keeping bulk carriers busy. Galbraith Wrightson report that the export of iron ore from India is providing substantial chartering business and the strength of demand is causing rates to rise. The Australian coal trade is also fairly active.

In the tanker market the going rate for VLCCs, Persian Gulf/West, continues to hover around Worldscale 50. For Eastern trips the premium seems to have settled down at about 10 points.

# How International Harvester cut their energy consumption by over 50%.

Old Fashioned

International Harvester Limited in Doncaster. Their office building was large, single-storey and distinctly old-fashioned.

In winter, the steam heating system was inadequate, and with large roof lights, conditions became cold and draughty.

In summer, the 'greenhouse' effect from the windows, coupled with an ineffective ventilation system turned it extremely hot. So in 1974 International Harvester took the decision to refurbish the premises and they asked their Electricity Board to provide recommendations for improving the working conditions in the building.

### Recommendations

In 1976, a new false ceiling was inserted over the entire office area, to act as a return air plenum.

The roof was properly insulated to reduce the excesses of temperature in summer and winter.

Air conditioning was installed and the system carefully controlled with good-quality air distribution. Heating energy consumption was reduced by making use of heat pumps.

The lighting was improved by controlling glare and specifying lighting levels to recognised standards.

### Energy Saving

The result was better working conditions, with cooling or heating as required. But the spectacular improvement was in energy

costs. Altogether, the Electricity Board's recommendation saved over 50 per cent of the energy consumption of the building.

### Experts

Every Board in the country has access to a team of experts who can advise you on energy management and explain the techniques available.

They can't guarantee the sort of savings made by International Harvester. But they can help you find the most cost-effective way to handle your energy requirements.

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## UK NEWS

## Changes urged for voluntary housing

By Paul Taylor

A SIMPLIFIED administrative system for housing associations and a more rational approach to their funding are called for today by Sir Leslie Murphy, chairman of Church Army Housing, and also of the National Enterprise Board.

Sir Leslie, writing in the association's annual report for 1978/79 published today, says that despite progress, last year was one of "increasing frustrations."

He complains that administrative delays caused by "the unnecessary level of checking" on development schemes by Government agencies made life "very difficult" for us as for many other housing associations. The paperwork needed to progress a scheme up to the point where builders start work can take 18 months or more.

The financial system under which housing associations operate was "both cumbersome and costly," mitigating against effective programming and giving little incentive for greater efficiency.

Government demands for more housing without more money—especially by converting and improving older properties—meant "a dangerous lowering of standards."

Sir Leslie suggests three major changes to improve housing association effectiveness and efficiency:

- A more rational subsidy system for associations using Government money.
- A radical reappraisal and simplification of the current administrative systems between the associations and Government agencies.
- A new approach to building standards to allow enough money to be spent on properties "to do the job properly."

The report shows that Church Army Housing, which is registered with the Government-funded Housing Corporation and is the only national housing association linked with the Church of England, completed 430 new houses and flats during 1978/79, bringing its total to 3,500 units and 1,200 hostel beds.

## Joseph to criticise poor management

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

MANAGEMENT is partly responsible for Britain's poor productivity record, Sir Keith Joseph, the Industry Secretary, is to tell a meeting of the National Economic Development Council.

Prince Charles, who himself has criticised management, will be attending the meeting on Wednesday as part of his tour of industry which started last year.

A report on the rapid growth of imported goods during the 1970s will be presented by Mr. John Nott, Secretary for Trade.

At a time when many companies are becoming increasingly worried about their prospects during the coming year, Sir Keith will also warn that the Government believes its job is to encourage industrial success but "not support industrial failure."

This will open up a debate in the council on productivity which will echo many of the themes about industrial performance that are expected to

urge Sir Keith to expand rather than contract the Government's work on encouraging the use of microelectronics in industry.

A group of TUC leaders has just returned from a trip to California, partly sponsored by the Industry Department's microelectronics application scheme, to study microchip developments. The TUC will tell Sir Keith on Wednesday that it believes the Government should continue supporting the National Enterprise Board's Innova microelectronics venture because it is essential for the UK to have its own company in this field.

Sir Keith also blames an "economic climate that discourages efficiency" and trade union attitudes which "often make good management difficult."

The Government, together with trade unions and management, have failed to convey an understanding throughout industry about what the UK has lost because of its poor industrial performance.

In its contribution to the council debate, the TUC will

## Earnings rise of 18% predicted

BY DAVID FREUD

EARNINGS will rise by 18 per cent in the present wage round, according to City stockbroker Phillips and Drew.

Retail price inflation will peak at about 19 per cent in the second quarter of next year before falling back to 15 per cent by the end of the year.

The firm believes that a decline of about 10 per cent in real gross domestic product next year will wipe out nearly all the 10 per cent rise expected this year.

The decline in output will probably result from a 1 per cent fall in consumers' real expenditure, and a fall of about 3 per cent in real gross domestic fixed capital formation. Other components of demand are also likely to be weak, including Government consumption and stockbuilding.

## Balance

The depressed state of demand, together with a doubling of the contribution of North Sea oil to the balance of payments next year, are expected to lead to an improvement in the current account—from a £3bn deficit last year to rough balance in 1980.

The firm says the public expenditure figures announced last week will lead to a public sector borrowing requirement of £50m-£60m in the next financial year, while sterling's growth should be held within the present 7-11 per cent annual target range.

Stockbroker James Capel and Co. while welcoming the abolition of exchange controls, says the timing of the move was bad, coming at the start of the pay round.

The further fall in sterling, which abolition could generate, would add to raw material costs already rising by more than 20 per cent a year, and enable domestic manufacturers to increase prices on the home market.

A solution that might be agreed is a Government subsidy on coking coal to bring it down to its price to imported levels.

## World record turntable market winds down

THE DECISION by BSR to close a plant at East Kilbride, Lanarkshire, announced late last week, shows the pounding being taken worldwide by companies in the record turntable market, which the UK once dominated.

BSR's half-year results, just returned from a trip to California, partly sponsored by the Industry Department's microelectronics application scheme, to study microchip developments. The TUC will tell Sir Keith on Wednesday that it believes the Government should continue supporting the National Enterprise Board's Innova microelectronics venture because it is essential for the UK to have its own company in this field.

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urge Sir Keith to expand rather than contract the Government's work on encouraging the use of microelectronics in industry.

Even more surprisingly, it deliberately operated at the high volume, low price, low margin end of the business, relying on high productivity and good deliveries to gain and keep its share of the market.

More recently, it began to use the strength of its low price products as a base to move up

market, challenging hi-fi competitors like Garrard on their own ground.

Garrard, a subsidiary of Plessey, showed signs of weakening first. A little over a year ago, with losses mounting, it sacked more than 1,200 workers, reducing its labour force to 600 (it employed 4,000 in the early 1970s). It also cut its 2m unit a year production by nearly half. This dismal retrenchment has had some success: losses last year came down to £2.5m from £51m in the previous year. In the current year, they are expected to amount to about £1m, and possibly get back to the black next year.

Garrard's position is expected to improve further when it launches a new range of products in a few weeks.

Thus one way to shield profit margins—price raising—is simply not open to BSR or to Garrard, since the market is so competitive. To increase their misery, the French company, Thomson-Brandt, has recently brought a turntable plant on stream. The company cannot be delighted with its own timing, and its competitors are even less so.

## Lucrative

The Western European market, very much of secondary concern, has reportedly held up reasonably—though here, too, the Japanese companies are mounting attacks, especially on Italy and Holland. France had been lucrative, but Thomson-Brandt must be expected to gain strength there; only West Germany remains relatively unscathed.

Audio tape—a market into which BSR dipped in 1978, then withdrew—has also made inroads, though perhaps less than once expected. Video discs (about two years away) and digital audio discs (perhaps four or five years away) may revive the record deck scene considerably, but it will be a long wait.

## Tax certificate interest rises

BY DAVID FREUD

INTEREST RATES for certificates of tax deposit have been raised from today, to reflect changes which have already taken place in rates on competing securities.

The certificates operated by the Inland Revenue may be bought in advance for surrender in payment of all taxes except Pay As You Earn and

tax deducted from payments to subcontractors.

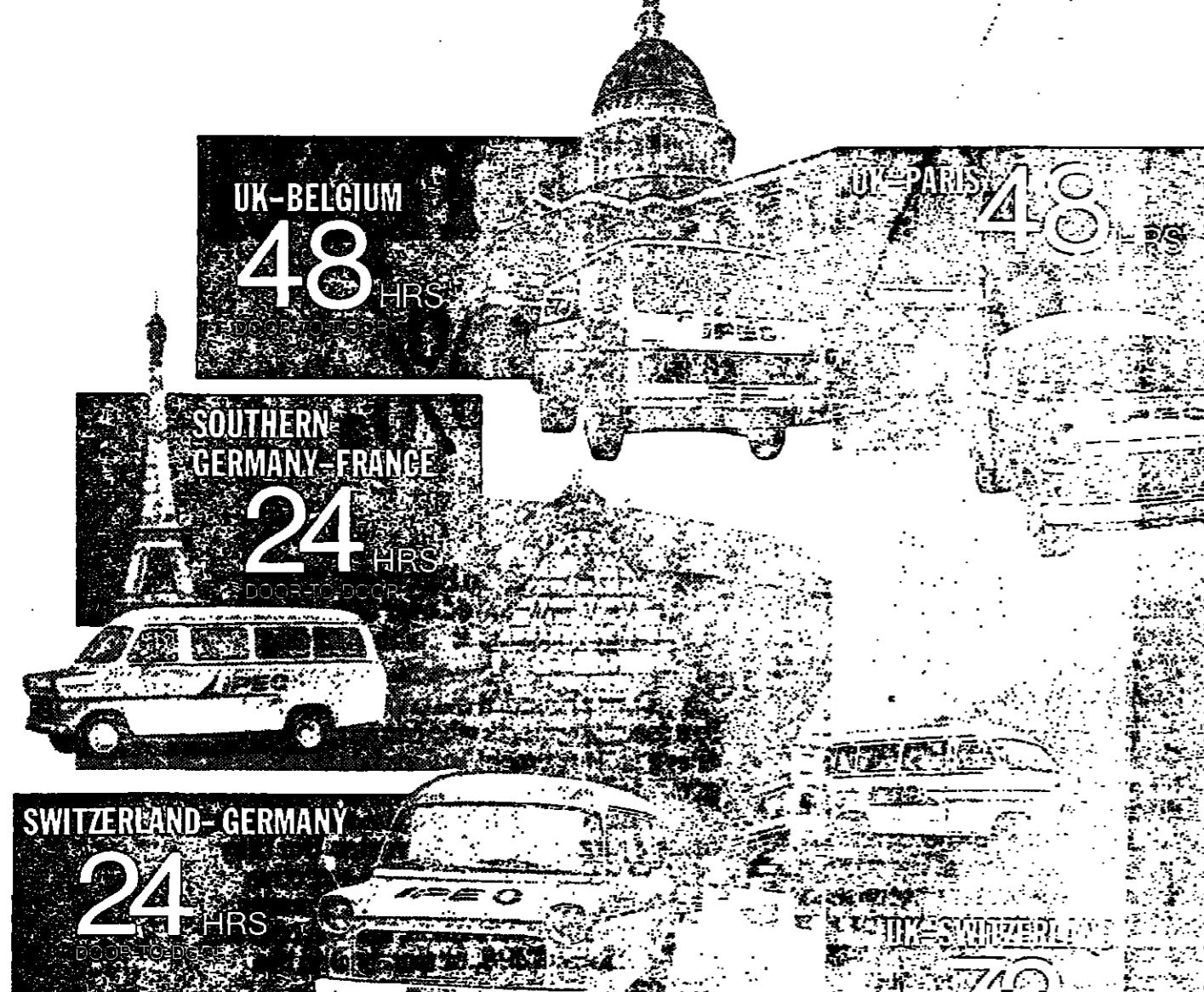
The interest rate increases from 1% to 10 per cent on new deposits accepted under the terms of the prospectus for certificates dated May 14, 1979 and earlier.

The certificates operated by the Inland Revenue may be bought in advance for surrender in payment of all taxes except Pay As You Earn and

bonus payable on deposits applied in payment of tax and held for more than six months.

The deposits earn interest for a maximum of six years. For the first two years the interest is that applying on the date of the deposit; for the second two years it is the rate on the second anniversary of that date; and, for the final two years, the rate on the fourth anniversary.

## The European express freight system-faster than airfreight.



IPEC is a new express freight service—and there is nothing else like it in Europe.

But, although IPEC is totally new to Europe in terms of system concept and performance, it is nonetheless proven in practice.

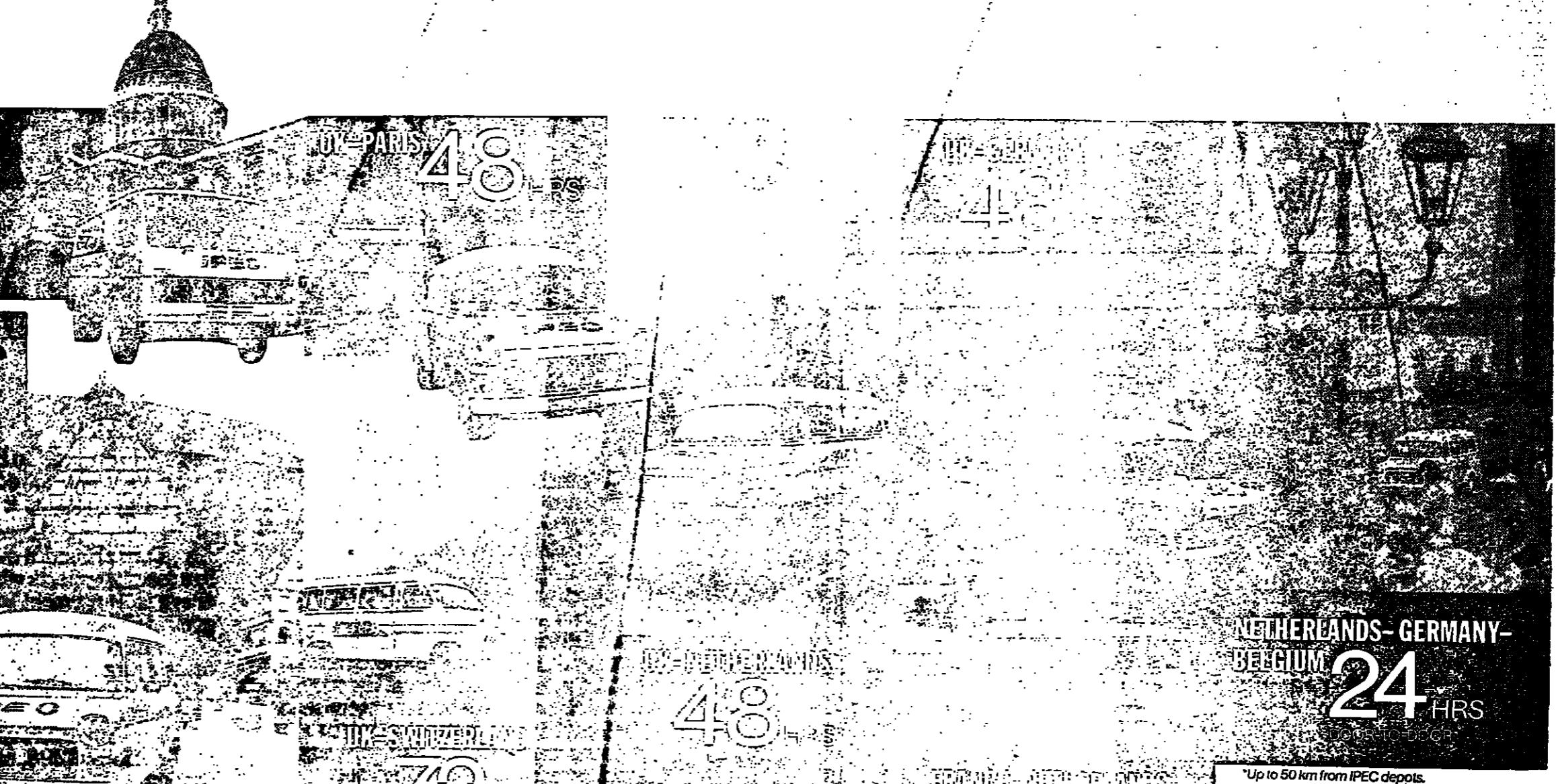
Because, in Australia, 50 IPEC depots already handle over 18,000 consignments every working day for about 50,000 regular customers.

At the same time, the IPEC service can count on an established operating structure in Europe—based on the UK Sayers Group and the Dutch/German Gelders Sparta organisation—which comprises over 1,000 qualified staff, operating in more than 30 depots in six countries (see the list at the end).

## Faster than airfreight.

IPEC is a specialist service, carrying solely freight (never passengers) on a night-time schedule.

IPEC is also a completely co-ordinated service—from collection to delivery, door-to-door—



IPEC's published rate cards are easy to understand and give you all the charges. There are no hidden costs—no 'extras' at the other end.

## More reliable.

As long as your express freight is delivered to any IPEC depot before 5pm on any day, it's guaranteed to be on its way that same evening.

Furthermore, if you're located within a 50km (30 miles) radius of an IPEC depot, all you have to do is phone that depot by 4pm and your consignment will be collected before 4pm on the same day.

## Less expensive.

Just as IPEC is faster than airfreight—as it is in the case of practically every consignment—it is also less expensive.

A straight comparison between IPEC rates and airfreight rates will demonstrate the potential savings in full.

Quicker customs clearance.

IPEC customs clearance is accelerated as a result of long established, close working relationships with customs authorities throughout Europe.

In the UK and the Netherlands, IPEC has Customs Offices on its depot premises.

IPEC's own staff, under special authorisation from the customs office, handle all the clearance procedures in Germany. Our Paris depot is linked to the French Customs Computer.

As a result of arrangements such as these, in most cases IPEC customs clearance is virtually immediate—and it's all part of the service.

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Then, there's the Colt Optimiser. This automatically adjusts the switch-on time in your factory to suit the weather.

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(We even have an easy-to-fit conversion kit to draught-seal existing ventilators.)

Finally, our Service Agreement protects your investment by ensuring that your heating equipment is checked twice a year, and that you get the immediate security of our 24 hour emergency service.

At the present moment we are helping hundreds of companies look forward to a warmer, easier, cheaper winter ahead. Why not join them? With our help, you need never watch your bills go sky-high again.

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## Business graduates favour industry

BY PAUL TAYLOR

THE LONDON Business School has reported a substantial swing towards jobs in manufacturing industry among its new graduates.

More than 60 per cent of its graduates this year have taken jobs in the manufacturing sector, compared with only 38 per cent last year, the school said yesterday.

Last year more graduates favoured appointments in banking and financial services or in trading and service companies. This year only 12 per cent took jobs in banking or financial services, compared with 25 per cent last year and 15 per cent in 1977. The figures show a similar decrease in the number of graduates entering trading and service companies.

The school's figures also show a strong swing towards overseas business.

## Call for public debate over postal monopoly

BY ELAINE WILLIAMS

A FIVE-YEAR public debate should be held over whether to end the Post Office's postal monopoly, according to the periodical publishing industry.

The industry is the Post Office's biggest customer group.

In its submission to the Monopolies and Mergers Commission, the Periodical Publishers' Association said that a review was overdue of letter

postage services in the London region.

The association claimed that the productivity of the postal workforce had declined in the 1970s. The productivity of other postal systems was superior.

"The Post Office reforms should include the enlarged use of sub-contractors, with whom its efficiency could be compared on a job-by-job basis," said the association.

## Satellites will monitor yachts

SATELLITES are to be used next year to keep track of the progress of yachts taking part in the Royal Western/Observer single-handed transatlantic race.

Each yacht will carry a transmitter which sends an automatic signal identifying the boat via a satellite to an information collection system called Argos.

Argos is a space programme developed by the U.S. and France and involves NASA, the National Oceanic and Atmospheric Administration and the French Centre National d'Etudes Spatiales.

Each boat will also have sensors which transmit information about atmospheric pressure and air temperature for scientific purposes.

## More tax cuts urged

BY PAUL TAYLOR

DIRECT taxation should be further reduced, capital gains and transfer tax abolished and tax relief should be provided on interest paid on investment loans, the Institute of Directors has told the Government.

The institute's recipe for "a prosperous free enterprise society" is contained in an early Budget submission from Mr. Walter Goldsmith, the director general, to the Chancellor of the Exchequer.

Mr. Goldsmith urges the Government to "hold fast to its chosen course of action" and to resist pressures to spend its way out of recession. The institute's detailed proposals include a call for a "progressive reduction" of the absolute level of Government over the next few years and a plea that additional VAT and North Sea oil revenues should be used to reduce basic rate income tax to 25 per cent and top rate tax to 50 per cent.

## The ABC of DAN-AIR'S

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<b>ABERDEEN</b>	New route starts Nov. 1st — up to 3 jet flights per day.
<b>BERNE</b>	Only scheduled service to the Swiss capital.
<b>BERGEN</b>	Gateway to Western Norway — frequent flights.
<b>CLERMONT-FERRAND</b>	Central France — 3 jet flights each week.
<b>CORK</b>	Route commences April 1980.*
<b>DIJON</b>	Burgundy — Tuesday and Thursday flights.
<b>ISLE OF MAN</b>	Summer route — with frequent flights.
<b>JERSEY</b>	Summer route — flights operate Wednesday, Saturday and Sunday.
<b>KRISTIANSAND</b>	Gateway to Southern Norway — flights operate Friday and Monday.
<b>MONTPELLIER</b>	Southern France — up to 6 flights weekly.
<b>MUNICH</b>	Route starts May 1980.*
<b>NEWCASTLE</b>	Twice daily jet flights — Monday to Friday.
<b>PERPIGNAN</b>	S.W. France — regular weekly jet flights.
<b>SHANNON</b>	Route commences April 1980.*
<b>STRASBOURG</b>	France, Alsace — Friday and Sunday flights.
<b>TOULOUSE</b>	New route, year round from December 16.

\*Subject to  
Government  
approvals



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## NEWS ANALYSIS — CLEARING BANKS

# Bad debt disclosures could be unlawful

BY MICHAEL LAFFERTY

THE REVELATION that the Inter-Bank Research Organisation (IBRO) — the clearing banks' private research group — has concluded that the clearers are overstating their bad and doubtful debt provisions will come as no surprise to bank analysts.

The school said production is still not seen as a favoured way of advancement in industry, although some of the finance and planning jobs will probably lead to line jobs in the factory.

Half this year's graduates, who include engineers, scientists, economists and accountants, have been recruited by American companies. Salaries for those accepting jobs in the UK ranged from £6,500 to £13,000, with additional benefits, including cars and mortgages.

The school said recruiting companies continued to place a high emphasis on language ability and experience of overseas business.

What emerged in the last batch of accounts was not what the Price Commission was asked for. Instead, the banks aggregated their general and specific provisions for bad debts and published only the aggregated figures. Analysts in general said they could not make head or tail of the figures. Senior clearing bankers admitted sheepishly they could not fully explain the justification for what was being done. Since then, the general message from the clearing banks has been that the whole area is back on the drawing board.

Looking back, it is easy to see how the clearing banks could have got themselves into such a position. They had been allowed by law the privilege of secret reserves until 1970. But the changeover was not quite so voluntary as some bankers would like to believe.

The new legislation is contained in the Banking Com-

panies (Accounts) Regulations 1970. Quite simply, it puts the preparation of the clearers' accounts on the same basis as those of industrial and commercial companies.

Until their 1978 accounts, the clearers gave no hint to readers of their reports of the size of their bad and doubtful debt provisions. The catalyst last year was the report of the Price Commission, which recommended that the banks should disclose movements in excess provisions to movements in annual profits.

A second, and highly effective way of judging the materiality of excess provisions is to relate movements in excess provisions to movements in annual profits.

The area in which the clearers are most commonly believed to have accumulated excess provisions is under the title of "General Provisions for Bad and Doubtful Debts."

The Companies Acts define a provision as "any amount written off or retained by way of

providing for depreciation, renewals or diminution in value of assets or retained by way of

providing for any known liability

cannot be determined with substantial accuracy."

The crucial point, according to Mr. Richard Yorke, QC, a leading commercial and banking lawyer, is that the liability or loss must be known. Referring to the Barclays and NatWest statement about general provisions, he says in a joint opinion with Mr. Stuart Isaacs,

"So far only Barclays Bank

has stated publicly that it will give more information about provisions—the specific provi-

sions in particular—in its next accounts.

The banks frequently point

out that their provisions are not material in relation to total loan advances. That is true. However, analysts make the point that if the provisions are significantly overstated — as IBRO says—the correct comparison for judging materiality is with shareholders' funds and annual profits.

"Neither can the alternative limb of the definition give the clearing banks any comfort. At first sight it would seem that any amount retained by way of providing for diminution in value of assets—whether known or not—is a legitimate provi-

sion."

"But this diminution cannot be plucked out of the air, however convenient it might be. It must clearly be shown to be real, and this requires that it be identified or known."

"Assuming in favour of the banks that it is proper to have regard to past experience in order to say that a quantum of current debts, say 14 per cent, is 'known' to be bad, it does not follow that any provision in excess of past experience, no matter how prudent it may be to make it, is within the Companies Acts."

So to the extent to which the clearing banks make general provisions for unidentified bad debts, say Yorke and Isaacs, "they are continuing to create secret reserves." That they know they are doing this is clear from their evidence to the Wilson Committee."

The disclosure of the IBRO

commentary is likely to regenerate interest in the clearers' accounts at the Department of

Trade, which has already held discussions with the banks about the matter. Before this, Department officials had apparently been advised by the DoT solicitor that it would be difficult to prove that the clearers' accounts were in breach of company laws.

As for the accounting firms of Price Waterhouse, Ernst and Whinney and Peat Marwick Mitchell whose auditors' reports on the clearers' accounts continue to state in the usual way that the accounts both conform to the requirements of the Companies Acts of 1948 and 1967, and give a true and fair view of the company's state of affairs—Yorke and Isaacs say: "The accuracy of each of their reports is questionable."

A final point can be made, as far as the auditors are concerned. As Yorke and Isaacs say, there is an old and famous maxim in common law—*commissum opiniu facti jus*—which can be put simply in the form: what everyone believes to be the law is the law. In other words, up to now the auditors of the clearing banks could defend their position on the grounds that nobody questioned the banks' accounting practices. This is no longer the case.

The disclosure of the IBRO

commentary is likely to regenerate interest in the clearers' accounts at the Department of Trade, which has already held discussions with the banks about the matter. Before this, Department officials had apparently been advised by the DoT solicitor that it would be difficult to prove that the clearers' accounts were in breach of company laws.

# Banking Control.

How a Honeywell computer helps a Midlands bank to double its new accounts every month.

The Security Trust Company Limited, based in Birmingham, owes its growth to confidence in a computer.

The company's general manager sums up the benefits of his Level 62 system very simply: "It has given us economical control."

Servant, not master.

The Level 62 has created new horizons. It has made possible a new credit card system: 120 retailers can now open up to 1000 accounts a month. It improves customer service: monthly statements can be sent out on a specific day, if requested. And it provides immediate information to branches—where managers can now plan for the future, leaving the computer to handle routine accounting such as customer balance updates and credit rating assessments.



## Management control.

Honeywell's Distributed Systems Environment puts control wherever management wants it: so that more people can use more computer power in a more effective way. It's a system that works the way you work.

And it's just one example of how Honeywell is giving managers more of what managers need most. Control.

From the most complex computer systems to the simplest control devices, providing better ways to help you control your business has always been our business at Honeywell.

For more information, telephone or write to the Communications Department, Honeywell Information Systems Limited, Great West Road, Brentford TW8 9DH. 01-568 9191 (ext. 432).

# Honeywell

computer systems

## APPOINTMENTS

## Group changes at Hawker Siddeley

Mr. T. D. Davies has been appointed to the Board of HAWKER SIDDELEY DIESELS. He is managing director of Petters. Mr. D. A. Beese has joined the Board of WILLIAM ALLENHEAD as chairman, succeeding Mr. R. Watkinson, who is leaving to take up an outside appointment. Mr. A. Hardiman moves on to the Board of the WESTINGHOUSE BRAKE AND SIGNAL COMPANY as finance director. Mr. H. R. Balnes and Mr. J. W. Ryan, having reached retirement age, have relinquished their directorships of that company. The parent concern is HAWKER SIDDELEY GROUP.

The Committee of Management of the INSTITUTE OF CANCER RESEARCH has appointed Dr. Robin Wells as its new director. He had been head of the Laboratory of Viral Oncology of the Imperial Cancer Research Fund and will take up his new appointment on May 1 next year when Professor Leonard Lamerton, present Director of the Institute, retires.

Mr. A. C. B. Harden has been appointed a consultant to C. E. HEATH AND CO. (INSURANCE BROKING).

The Minister of Transport has appointed Mr. Ian Begbie as his special adviser on transport matters.

Mr. T. G. Williams has been appointed with the AUSTRALIA AND NEW ZEALAND BANKING GROUP as chief manager (International) in London to succeed Mr. W. J. Bailey, who is returning to Australia to take up a new position. Mr. Williams held a senior post in the Bank's City Office, London, from 1967 to 1970. He is at present chief agent in New York.

Mr. John Trafford has joined the CORPORATE CONSULTING GROUP as a partner. He was formerly a director of Heldrick and Struggles International.

Mr. Barry Hartis has been appointed operations director of HALLAMOIL and of KING FUELS, members of the commercial division of Burnett and Hallamshire Holdings.

Mr. Patrick Vander Elst has been appointed managing director of MARINE MIDLAND LIMITED, the London subsidiary of Marine Midland Banks.

First National Bank in Dallas has changed the name of its London-based merchant bank from First International Bancshares Limited to FIRST DALLAS LIMITED. Ownership of the merchant bank was moved from First International Bancshares, Inc., the bank's holding company, to the bank last August. Mr. Frank E. (Van) DuBoose has been appointed managing director and chief executive officer of First Dallas Limited.

Mr. Erik Soerensen, vice-president, marketing, enzymes division, has been appointed assistant executive vice-president in the pharmaceuticals division of NOVO INDUSTRI A/S. He is expected not later than July 1, 1980, to succeed president-elect Mr. Mads Ovrlisen, who will then leave pharmaceutical management. Mr. Soerensen will sit at the enter Novo's corporate management, the first year as acting member. Mr. Bent Vaboe has become acting vice-president of Enzyme Marketing; Mr. Gunnar S. Agerbak has been made product group manager for Novo's pharmaceutical products, including insulin; Mr. Robin A. Priddle will be product group manager for insulin; and Mr. Kud Sig Andersen, head of the systems department of EDP.

Mr. Frank Kenaghan, director of operations for Carreras Rothman, has been appointed to the Council of the BRITISH INSTITUTE OF MANAGEMENT.

Mr. Raymond Stell, formerly director of participation operations, British National Oil Corporation, has joined MOBIL NORTH SEA as joint interest and gas adviser.

Mrs. Valzey and Mr. J. M. Paine have been made representatives of the travelling public on

the passenger services sub-committee of the HEATHROW AIRPORT CONSULTATIVE COMMITTEE. They replace Mrs. S. C. A. Bond and Mr. J. A. Clayton, whose term of office has expired.

Mr. William Neel has been appointed president of CECOMAF (EUROPEAN COMMITTEE OF MANUFACTURERS OF REFRIGERATION EQUIPMENT).

Mr. R. Burleigh and Mr. C. H. Hosking have been appointed associate directors of JOHN HOWARD AND COMPANY INTERNATIONAL.

Mr. G. A. Wrightman has become director of FREMONT INSURANCE COMPANY (UK). He has been head of the Laboratory of Viral Oncology of the Imperial Cancer Research Fund and will take up his new appointment on May 1 next year when Professor Leonard Lamerton, present Director of the Institute, retires.

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SAUDI INTERNATIONAL BANK (Al-Bank Al-Saudia) has appointed Mr. Ford M. Fraker and Mr. Roland de Malherbe as managers in the general banking division. Mr. Fraker, who will be in charge of the bank's Middle Eastern corporate business, joins the bank from Chemical Bank where he was regional vice-president for the Gulf Area and general manager in charge of its offshore bank unit in Bahrain. Mr. de Malherbe will follow the bank's European business and was formerly a manager with Citibank, Paris.

Mr. Robert H. V. Douglass, formerly a director of the finance department of Bankers Trust International, London, has been elected director and resident representative of BT FINANCE, Tokyo.

Mr. L. J. Baldwin, a director of Clares Carlton and secretary of Clares (Holdings), has been appointed a director of CLARES (Holdings).

Mr. Michael B. Harrison has been appointed managing director of FIELDING AND PLATT, a member of the Redman Heenan International group, following the resignation of Mr. J. Lindsay-German. Mr. David V. Rowles, who is managing director of Redman Heenan Process Engineering, will now also become managing director of Heenan Environmental Systems.

Mr. Spencer Crookenden has been appointed a director and chairman of BURCO DEAN. He is at present chairman of K Shoes of Kendal.

**CONTRACTS**

## SLP Group to build oil platform modules

The SLP GROUP has been awarded a contract to build the accommodation/control complex for the Maureen platform for Phillips Petroleum Company. The project, valued at almost £5m, is scheduled for completion in 1980. Total weight of the five and three-storey modules will be about 3,000 tonnes, and will consist of five modules, three of which are five-storey high and provide accommodation, dining, kitchen, stores, changing, medical and recreation facilities. The accommodation includes 75 two-berth cabins. The two three-storey modules contain a machine shop, switchroom, stores, offices, laundry, and coffee and snack bar, deep freeze food stores, control room, instrument workshop, radio and equipment room, and other facilities.

JA ELLIOTT has secured a contract worth more than £5m for the completion of the Darrick Wood site at Orpington for the Utopian Housing Association. The contract consists of the completion of 300 houses, 60 flats and a community centre. Work has commenced on site and is due for completion in 1981.

An order worth over £100,000 has been received by TAYLOR INSTRUMENT, Stevenage, from Alexandria Petroleum Company, Egypt, for process control instrumentation for a crude distillation unit.

AUTONSENSE EQUIPMENT, Bicester, has an order worth over £2m from Froude Engineering, Worcester for the design, construction and installation of the computer control system of what will be the world's most advanced post-production line engine testing installation for Land Rover, West Midlands, comprising 24 fully automated test cells.

The INDICES for both wages and total unit costs continued to rise last month, while more companies expected profit margins to contract.

Engineering and shipping and transport companies were slightly more optimistic about profit margins than in June, but this was more than offset by greater pessimism among oil and chemical companies. This index has fallen to the point at which more companies expect profit margins to contract than to rise — for the first time for 18 months.

These surveys, which are carried out for the Financial Times by the Taylor Nelson Group, are based upon extensive interview with top executives.

Three sectors and some 30 companies are covered in turn every month. They are drawn from a sample based upon the FT Actuaries' Index, which accounts for about 60 per cent of all public companies.

## FT Monthly Survey of Business Opinion

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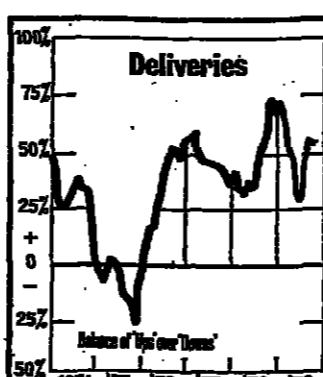
## GENERAL OUTLOOK

## Confidence drops further

CONFIDENCE ABOUT the prospects for business fell further last month to the lowest point for nearly three years, according to the FT monthly survey of business opinion.

All three sectors covered in October — non-electrical engineering, chemical and oil and shipping and transport industries — were less optimistic than they had been in June. This brought the index down to its lowest point since December, 1976.

However, the steep fall of the previous two months in the index covering the level of optimism about the UK economy



generally eased in October, mainly because of greater confidence in the chemical and oil sector.

Industrial relations and the immediate prospects of a recession were the key factors in promoting pessimism.

Engineering and shipping and transport industries reported that deliveries were down in the last four months, but this was counterbalanced by improvements from the chemical and oil group. As a result the index shows little change.

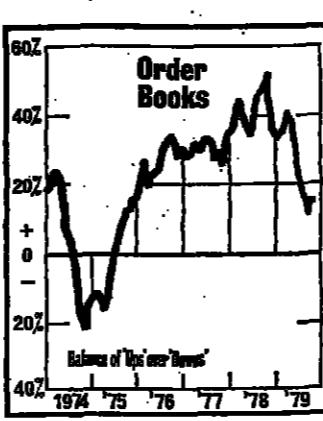
The index for export expectations over the next 12 months rose, even though engineering companies were less optimistic

## ORDERS AND OUTPUT

## Decline slows down

THE CHEMICAL and oil sector were markedly more optimistic that output would rise over the next 12 months. As a result, even though the other two sectors revised expectations downwards, the index rose sharply. The median expected increase in output is now 5.6 per cent, compared with 4.8 per cent in September.

The engineering sector was more inclined to report reduced orders over the last four months than it had been last June, but the other two sectors showed



slight increases which left the index unchanged overall.

The strike was the chief factor blamed for the decline in engineering orders, with the strong pound and the economic situation being contributory factors. There was also said to be less work available from overseas sectors.

There was little change in the index covering expected order books over the next 12 months. While engineering companies were less optimistic this was offset by increased expectations in the other two sectors.

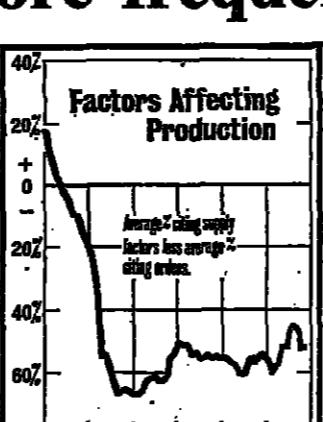
## CAPACITY AND STOCKS

## Disputes more frequent

THERE WAS a sharp rise in the frequency with which labour disputes were mentioned as a factor affecting production, together with an increase in concern over shortages of raw material.

Overall, however, the extent of which output was affected by demand rather than supply constraints showed no change.

Most companies in the shipping and transport sector said they were operating at below their planned capacity. This response was offset by more favourable answers from the



engineering group, leaving the index unchanged.

There continue to be strong signs that companies are determined not to be caught with rising stocks in the expected recession. There was little change in the index for the expected level of work in progress and raw materials in the next 12 months, although there was a slight rise in expectations for stocks of finished goods.

However, the survey points out that the index would probably have fallen were it not for the effect of some companies wanting to rebuild stocks after the engineering dispute.

4 monthly moving total October 1979

July-Oct.	June-Sept.	May-Aug.	Eng. (non-elect.) & Oils Transport
10	9	13	6
50	50	40	47
36	37	31	27
4	4	2	—

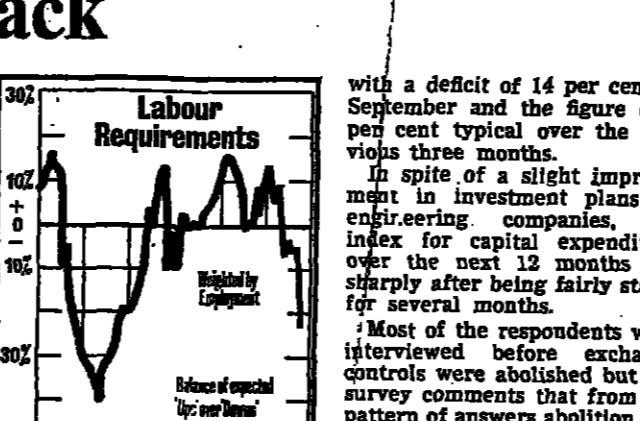
## INVESTMENT AND LABOUR

## Plans cut back

THE FIRST signs that companies are preparing to cut back on investment plans to meet the recession emerged in last month's survey. At the same time there was a further substantial cut in labour plans.

All three sectors were more inclined to expect their labour forces to decrease than in June, bringing the employment index down to the lowest level since November, 1975.

This meant that about 24 per cent more companies expect their labour forces to fall over the next 12 months than expect them to rise. This compares



with a deficit of 14 per cent in September and the figure of 5 per cent typical over the previous three months.

In spite of a slight improvement in investment plans by engineering companies, the index for capital expenditure over the next 12 months fell sharply after being fairly stable for several months.

Most of the respondents were interviewed before exchange controls were abolished but the survey comments that from the pattern of answers abolition was unlikely to have any major effect, apart perhaps from one on financing techniques.

## COST AND PROFIT MARGINS

## Wages rise 16%

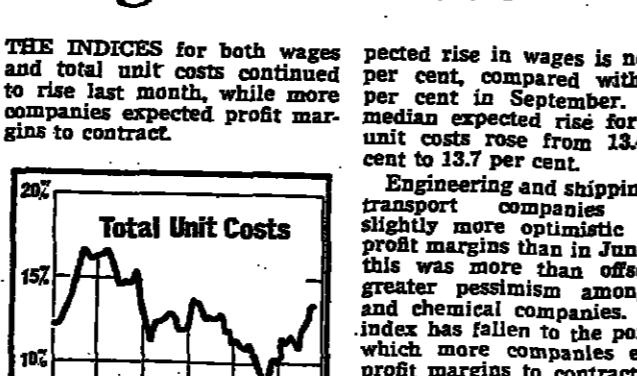
THE INDICES for both wages and total unit costs continued to rise last month, while more companies expected profit margins to contract.

Expected rise in wages is now 16 per cent, compared with 14.9 per cent in September. The median expected rise for total unit costs rose from 13.4 per cent to 13.7 per cent.

Engineering and shipping and transport companies were slightly more optimistic about profit margins than in June, but this was more than offset by greater pessimism among oil and chemical companies. This index has fallen to the point at which more companies expect profit margins to contract than to rise — for the first time for 18 months.

These surveys, which are carried out for the Financial Times by the Taylor Nelson Group, are based upon extensive interview with top executives.

Three sectors and some 30 companies are covered in turn every month. They are drawn from a sample based upon the FT Actuaries' Index, which accounts for about 60 per cent of all public companies.



# Unions gather file on deals to cut hours

BY NICK GARNETT, LABOUR STAFF

UNIONS in the chemical industry are collecting details of company settlements which provide immediate reductions in hours or commitments to do so.

Mr David Warburton, General and Municipal Workers' Union national officer, said yesterday that deals which incorporated an immediate shortening of working hours generally meant a reduction from 42 to 37½ hours for shift workers. But some also gave day workers a 37½ hour week.

The unions want a national agreement reintroduced but this will depend on management and unions agreeing new minimum pay rates.

The unions will want to consolidate any achievements on the issue of hours in the chemical industry during forthcoming pay and conditions negotiations for the paint and rubber industries.

They have already informed the Paint Makers Association, which represents about 100 paint manufacturers, that reduced hours will be a major part of the claim. Local union negotiators for the rubber industry have also been advised that they will be pressing for changes in working hours.

The national paint industry agreement is due in January, when three-quarters of workers in the rubber industry are also due to settle.

The unions are due to meet

senior industrial relations representatives from the Chemical Industries Association later this month to discuss the possibility of reconstituting the national chemical industry agreement.

This collapsed earlier this year with the breakdown of national pay talks.

The unions want a national agreement reintroduced but this will depend on management and unions agreeing new minimum pay rates.

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## Lorry drivers vote for tachograph-plus pay

LORRY DRIVERS in the Peterborough area voted yesterday to accept the tachograph but to seek extra inflation-linked payments to co-operate with its introduction.

The decision was taken by a mass meeting called by Transport and General Workers' Union officials representing 1,500 men in more than 30 companies.

## May and Baker offer accepted

MEMBERS OF the Association of Management and Professional Staffs at two southern plants of May and Baker, the pharmaceutical company, have accepted a pay offer of 15 per cent.

## Plea on prison officers' pay

NO INCREASES in prison officers' pay should be made without a pledge from the Prison Officers' Association that it would urge its members to take courses in some form of psychiatric nursing, the Matthew Trust urged Mrs William Whitelaw, the Home Secretary, yesterday.

The Matthew Trust represents several hundred mental offenders in top security hospitals and prisoners with a mental illness background.

## NUPE to fight cuts in public services

THE EXECUTIVE of the National Union of Public Employees instructed officers at the weekend to develop a policy of non-co-operation over public service cuts.

Mr Bernard Dix, assistant general secretary said NUPE's 700,000 members were not prepared in any way to co-operate over spending cuts. Workers would refuse to accept increased duties if workforces were cut or overtime reduced.

"We will not do it. Some of the work will just remain undone," he said.

Mr Dix did not rule out the possibility of strikes. He indicated, however, that the union would not be prepared to give general support to strike action, but national officers would want to look at each issue as it arose.

The union would be careful not to be led into a trap where a local authority might welcome a strike as a way of saving money.

The executive council said the cuts would "further increase unemployment and reduce living standards at a time of economic recession."

It welcomed the TUC campaign against the cuts and declared its willingness to co-operate with community groups, such as hospital leagues of friends, parent teacher associations and tenants' associations, in a campaign against Government policies.

A clear option for management would be to resort once more to the ballot, as it did with

## BL aims to set manning levels and work pace

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

BL HOPES to press home the advantage gained by the overwhelming workforce support for its redundancy plans in pay negotiations which open today. The company has totally rejected demands for a 30 per cent index-linked increase for the 90,000 car workers.

Management insists that it can afford only a 5 per cent increase plus a self-financing productivity deal. And the price for the package must be a radical change in working methods and an end to restrictive practices.

BL believes the time right for an assault on the powers of shop stewards to control manning levels and the pace of the job—the issue which management maintains is at the heart of the company's poor productivity record.

Shop stewards, who were almost unanimous in their opposition to plans by Sir Michael Edwards, the BL chairman, to close plants and make more than 25,000 workers redundant, realise their authority has been undermined by the workforce ballot, which registered a seven to one decision for the management line.

Union negotiators, while aware of their weakness in the three days of talks which open in Coventry today, believe the reforms demanded by management are so radical that a shop floor revolt is almost inevitable when it comes to detailed implementation.

A clear option for management would be to resort once more to the ballot, as it did with

last year's 5 per cent pay offer. The complication is that part of this year's package is an incentive scheme very similar to one rejected in a previous ballot.

Mr Geoff Armstrong, employee relations director, has stressed that a quick end to negotiations is important. "We are not playing negotiating games," he said. Industrial action would not force the company to pay more but push it "nearer to the brink."

### Questioned

The authority of BL Cars' existing negotiating machinery has been thrown into question by the demand from Sir Michael for "a strong group of top people" to seek new mechanisms to speed up the resolution of disputes.

The issue will be discussed at the next meeting of the executive of the Confederation of Shipbuilding and Engineering Unions on December 6. The confederation has already swung its weight behind pushing through Sir Michael's strategy.

Mr Alex Ferry, general secretary of the confederation, said last night that, having recommended the plan, there was a responsibility to help with its implementation.

Such official support would provide valuable assistance to BL in effecting the large-scale transfer of work between plants. Opposition by some groups of workers seems inevitable, but the confederation's leadership appears prepared to exercise its authority.

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## BR opens new Glasgow line

BRITISH RAIL opens its new Argyle line and seven new stations in Glasgow today. The 4.75-mile line links the city's north and south electrified suburban networks, and will increase the number of trains by about 30 per cent to nearly 900 a day.

# TWA announces Airport Express.

## Now you can get a boarding pass without even going to the airport.

You only have to spend five minutes at the airport to see how crowded it gets these days.

At certain times of the day you can see as many as 30 people queuing at every available check-in desk.

But now TWA introduces Airport Express to cut these queues down to size.

When you book your trip with your travel agent you can now request your

boarding passes and seat numbers in advance. Not only for your outward flight but for all the TWA flights you have to make on a trip to the States—outward, connecting and return flights.

So you don't have to queue for them at the airport.

All you have to do is drop your baggage at the Airport Express desk and you're on your way through to the plane, to the exact seat you asked for.

Smoking, non-smoking aisle or window.

ONE FAMILIAR AIRPORT SIGHT YOU'LL BE SEEING LESS OF.

You make the choice and TWA will confirm your seating request and forward the boarding passes to your travel agent within 28 days of each departure.

If you should need to change your flights, it's not a problem.

TWA has 193 Ticket Offices in the States where you can get the same Airport Express service.

On your way back from the States, at any of the 50 cities served by TWA, you can simply check in your baggage at the kerbside.

A TWA representative will check your ticket, pick up your baggage and you can walk straight through the terminal to your plane without any queues to hold you up.

We think you'll like TWA's new Airport Express service.

Unless, of course, you're one of those people who enjoys queueing at airports.



CHOOSE YOUR SEAT WHEN YOU MAKE YOUR BOOKING.



DROP YOUR BAGGAGE WITH A TWA REPRESENTATIVE AT THE KERB.

You're going to like us

**TWA**

## BANQUE NATIONALE DE PARIS IN KUWAIT

The B.N.P. Group, through its subsidiary BANQUE NATIONALE DE PARIS "INTERCONTINENTALE" has just acquired a 17.5% shareholding in the capital of the ARAB EUROPEAN FINANCIAL MANAGEMENT Co.s.a.k. (AREF), a financial company whose main office is located in Kuwait.

AREF has a 1 million Kuwaiti Dinar (approximately US\$3,650,000) capital, 51% of which are held by representatives of KUWAIT'S commercial and financial circles, and 49% by European interests. The latter include BNP, BANQUE INDUSTRIELLE & MOBILIÈRE PRIVÉE and UNION DES ASSURANCES DE PARIS, on the French side; BANQUE CANTRADE, ORMOND, BURRUS S.A. from GENEVA and ULTRAFIN, A.G. from ZURICH, on the Swiss side, as well as HAUCK BANQUIERS LUXEMBOURG S.A.

The B.N.P. Group will be represented within AREF's Board of Directors whose President is Mr. Abdul Aziz Ahmad AL-BAHAR.

Through this acquisition of shareholding, B.N.P. shows once more its concern towards the development of the Franco-Arab financial and commercial relations. B.N.P. thus offers to its customers a wide range of services intended to promote their business not only in the Emirate of Kuwait, but also in all the Middle-Eastern market.

## SECOND CITY Properties Limited. Summary of Results Year to 30th April

	1979	1978
Turnover	£19,237,912	£20,882,817
Operating Profit before taxation	£1,066,707	£1,031,354
Net Profit after taxation (including extraordinary items)	£932,476	£962,295
Ordinary dividend	249,653	234,919
Dividend cover (excluding extraordinary items)	4.0	3.9
Profit after tax and dividend	£682,923	£727,376
Earnings Per Share of 10p:		
Basic Earnings	7.48p	6.90p
Fully Diluted Earnings	6.85p	6.33p

Copies of the Report and Accounts can be obtained from The Secretary, Second City Properties Limited, Second City House, Oxford Street, Balsall, West Midlands, WV14 7DU.

# Building and Civil Engineering

## £4m factory and office awards

**CONTRACTS** WORTH £4.2m have been won by John Willmott Construction and A. E. Sykes Construction.

Jobs include laboratory building at Saffron Walden for Fisons Agrochemical Division, value £920,000; factory extension for V. S. Engineering, Luton, value £347,000; 10 warehouse units at the Caledonian Trading Estate,

London, N7, for Hanover St George Developments, value £700,000; an office building at Coat Wharf, Brentford for Dimondale Management Services, value £681,000; and refurbishing of offices at Hitchin for the Prudential Mutual Life Assurance Association, value £620,000.

Other contracts included in the total are for Haslemere Estates and Key Markets.

## House modernisation and sewerage work

**CONTRACTS** TOTALLING more than £3.5m have been awarded to Bryant Holdings.

Major jobs are for the modernisation of municipal houses. One contract is for Walsall Metropolitan Borough for refurbishing 220 pre-war dwellings in 47 weeks. This is Phase 6 of the Blackenhall area in Bloxwich and is worth £1.5m.

Work for Dudley Metropolitan Borough is for the modernisation of 32 dwellings on the Stumbermill-Stepping Stones

Estate, Stourbridge. Contract period for this £362,000 job is 26 weeks.

A sewage treatment works

extension at Stanley Downton, near Stroud, Gloucestershire,

has been awarded by the Lower

Severn Division of the Severn

Trent Water Authority and is

worth about £1.5m.

Two industrial factory units

are to be built at Woodley

Airfield, Reading, for Adwest

Properties under a £31.000 con-

## Plymouth rail depot

**BRITISH RAIL** has awarded a £3.5m contract to E. Thomas and Company (subsidiary of the Mowlem Group) to redevelop part of Laira maintenance depot, Plymouth.

Work has just started on the job which includes the demolition of an engine shed, and the construction of a new three-track shed 340 metres long by 22 metres wide, with inspection pits beneath the tracks. The building will be of steel frame

and will house High Speed Trains.

In addition, there will be miscellaneous ancillary buildings constructed in traditional brick and blockwork.

The contract also calls for the laying of ten sidings together with fuelling and washing facilities. Completion is due in autumn 1981.

The facilities entail many different engineering services to be carried out by specialist nominated sub-contractors.

## Strength of concrete in sea water

WORK ON THE £3m first phase of the White City Industrial Park at Wood Lane, London, W12 has begun.

Henry Boot is undertaking the contract which calls for about 180,000 sq ft of factory and warehousing premises plus integral office accommodation. The site is close to the M41 and is opposite the BBC TV studios.

Completion of this first stage, for the Arrowcroft Group is scheduled for early 1981. Architects are the Julian Keyes Partnership.

In this work the aim will be to provide specific information on the strength of structures exposed to the pressures of deep water, the mechanics of corrosion in sea water and in the splash zone, and the fatigue effect of wave action.

Details of the research can be obtained from Mr. Peter Pullar-Strecker, at CIRIA, 6 Storey's Gate, London SW1, (01-222 8891) or Dr. John Sharp, Marine Technology Support Unit, AERE, Harwell, Didcot, Oxon, (0235 24141 ext. 3125).

THE DEPARTMENT OF ENERGY has agreed to provide two-thirds of the £600,000 needed to finance the second phase of a concrete-in-the-oceans research programme. Its commitment to the £400,000 is based on the expectation that the Construction Industry Research and Information Association will raise the remaining £200,000 from industrial contributors. The full £200,000 target has yet to be hit but CIRIA says it has made enough progress in attracting support for the work to begin.

In this work the aim will be to provide specific information on the strength of structures exposed to the pressures of deep water, the mechanics of corrosion in sea water and in the splash zone, and the fatigue effect of wave action.

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## Industrial estate

ASSOCIATED DAIRIES has

awarded a £2.3m contract to

Wimpey for the construction of

a superstore complex at Trawden, Swansea.

The development, apart from

the superstore, will include six

shops units with restaurant,

storage areas, office, public

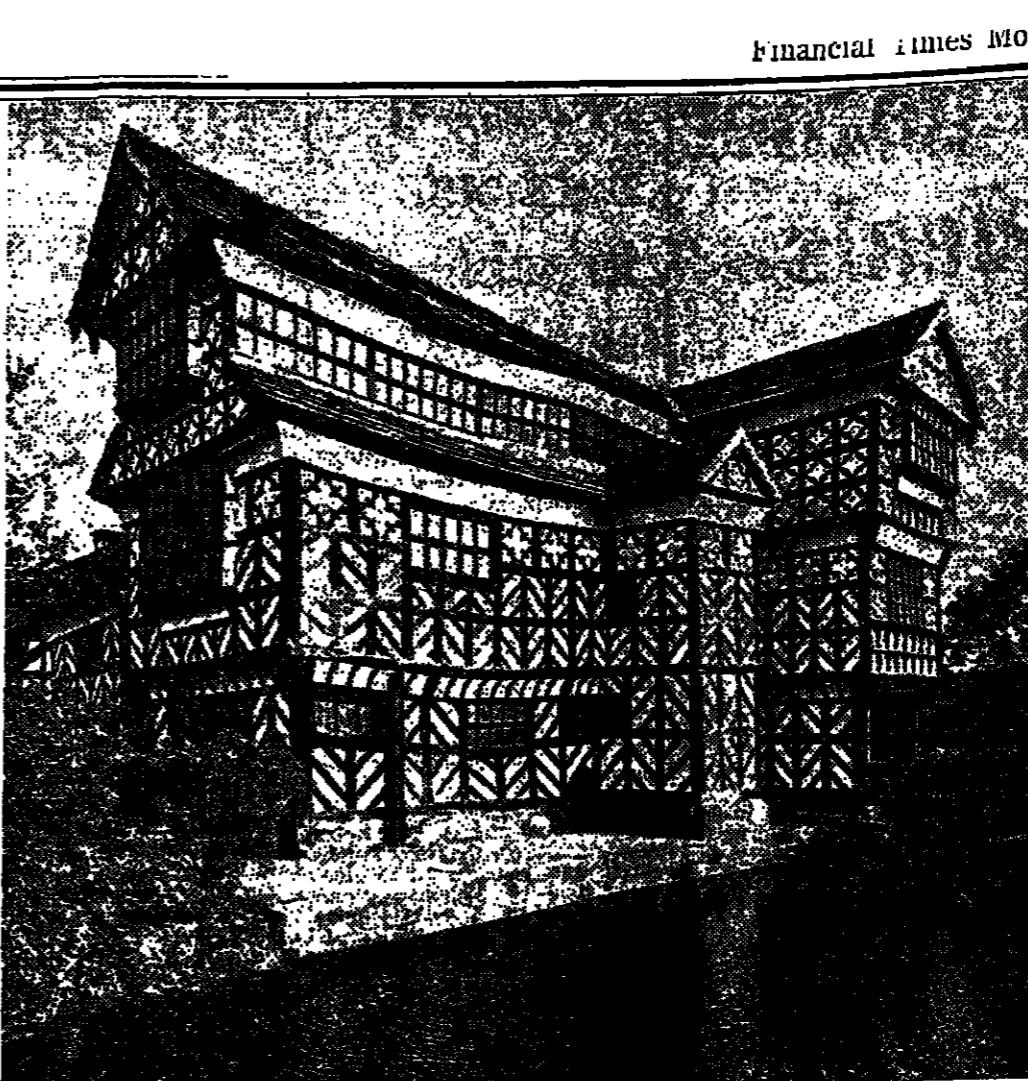
toilets plus boiler room, auxiliary services and external

works. A steel frame with brick

cladding will be used and total

floor area will be over 50,000

square feet.



This timber-framed building—Little Moreton Hall in Cheshire—is being restored for the National Trust by R. Bridgeman and Sons, a member of the Limford Building Group. The second phase of restoration has begun with the re-lining of the west wing. The company has already carried out extensive repairs to the roof which was first built in 1570 and had not been repaired since the 18th century.

## Three awards to Wimpey

ASSOCIATED DAIRIES has awarded a £2.3m contract to Wimpey for the construction of a superstore complex at Trawden, Swansea.

Work has just begun and is

due for completion in Septem-

ber 1980. Architects are Hol-

der and Mathias Partnership

and the quantity surveyors Bel-

lamy and Wareham.

Another contract for Wimpey

is worth about £1m and is from

the Swashingly Housing Society

of Southampton. This is for the

refurbishment of 129 dwellings

at Swaythling and West End,

Southampton.

In general, the modernisa-

tion programme entails the

renewal of fabric as necessary.

installation of central heating, electrical rewiring, modernisation of kitchens and bathrooms and general services. Work has

started and is due to be finished in August 1980. Architects are Grove Hagger Smith and Tear.

A third job for Wimpey has been awarded by Livingston Development Corporation in Scotland for the building of 51 houses in the Knightsbridge district of the new town. This is worth nearly £1m and is due for completion early in 1981.

## Warehouse units

THE LARGEST of three con-

tracts with a total value of

over £1m awarded to McAlpine

Services and Pipelines is worth

£900,000. It is to be car-

ried out for the Property Ser-

vices Agency and involves

construction of a pipeline, about

40 kms long, from Falmouth to

RAF St Mawgen, Newquay.

This cross-country pipeline

will start on the south coast and

finish on the north coast, com-

pletely crossing the county of

Cornwall and, in the process,

48 roads, one single and one

double-track railway, 17 rivers

and streams. Completion is due

at the end of January, 1980.

For South West Gas, the com-

pany is to construct a 3 km

length of 300 mm diameter,

wrapped steel pipeline, which is

a relay to an existing line at

Hewish, Weston-super-Mare.

Also for South West Gas, at

Portway, Bristol, a 600 metres

long, 250 mm diameter wrapped

steel pipeline is to be con-

structed as a relay to an exist-

ing line. These two contracts

together are worth over

£200,000.

Sir Alfred McAlpine and Son

(Northern) has won a £600,000

contract from Shell Research

for work at its Thornton Re-

search Centre near Ellesmere

Port, Cheshire. The company is

to alter a steel-framed build-

ing to form a new engine sys-

tem laboratory. This entails re-

placement of existing curtain wall-

ing with facing brickwork, and con-

struction of a reinforced con-

crete first floor.

McAlpine is already engaged

on a film plus laboratory con-

tract at Thornton Research

Centre.

FULL DETAILS of this year's

event can be obtained from Inter-

build, 21, Manchester

Square, London W1M 5AB (01-

486 1951).

IN BRIEF

• A UK buying office for build-

ing materials and forest prod-

ucts for shipment to Middle

Eastern markets has been

opened by Wickes (Inter-

national) AG at Pembroke

House, Wellesley Road, Croydon

CR9 2BN (01-682 3902).

• Shepherd Engineering Ser-

vices has just started work on

the air-conditioning and

mechanical services at the

Crown Courts at Nottingham for

the Property Services Agency.

This is worth £250,000.

• Signmund Pulsometer Project,

member of the SPP Group,

is to supply and install all the

mechanical and electrical plant

for a Wessex Water Authority

scheme to upgrade the West

Bay Head Works which serves the

Bridport and Beaminster

areas. The contract is worth £200,000

and has been placed by the

Wessex Water Authority.

• The RP Pensions Fund has

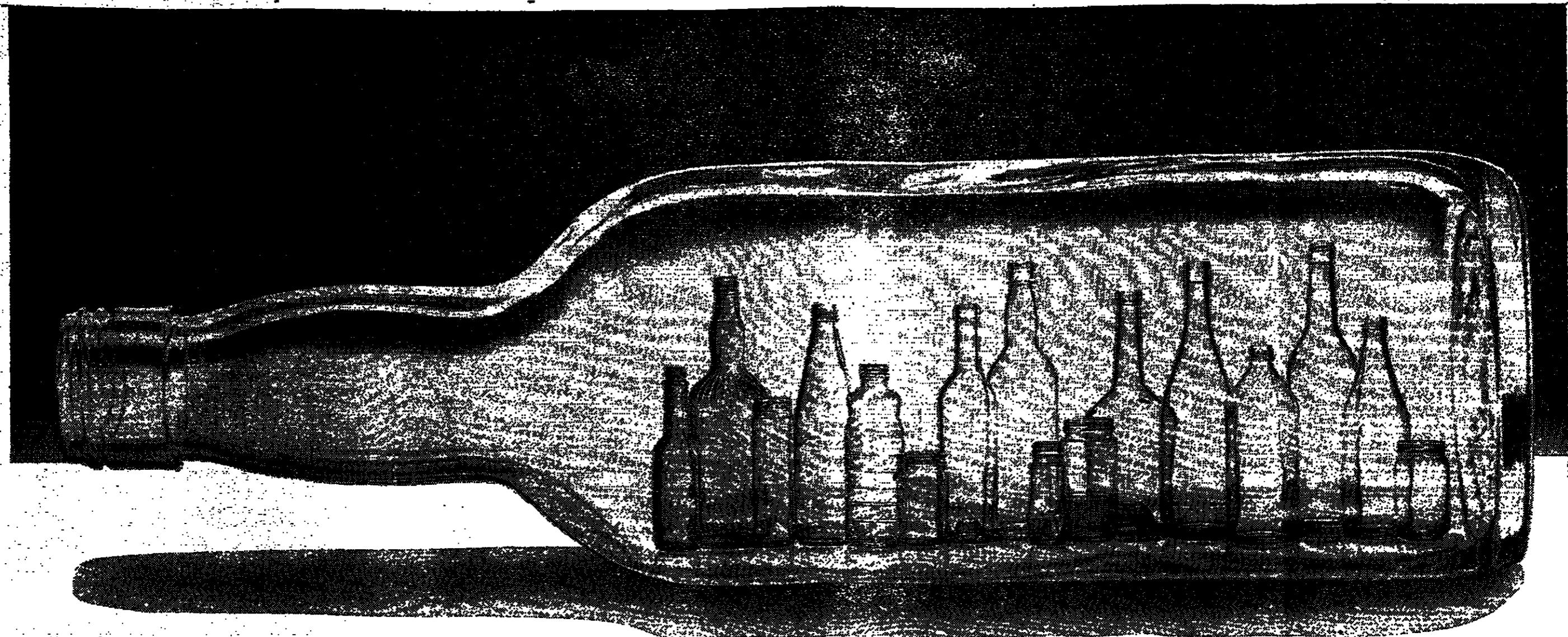
awarded contracts to Walter

Lawrence and Son for phase 1

of a refurbishment programme

at 10-11 Charles Street, London

(valued at £110,000) and simi-



# OUR NEW SAVINGS BANK FOR ENERGY AND RAW MATERIALS.

Every day more and more people are helping the British Glass Container Industry to save energy and raw materials. How?

By responding to a simple, but innovative, appeal by the industry to recycle bottles and jars.

It's called the Bottle Bank scheme. In only two years the industry has collected over 21 million used glass containers. Crushed them. Mixed them with other raw materials and re-melted them to make new glass containers. Making a considerable saving in raw materials and, more important, energy.

## EVERYONE BENEFITS

The scheme directly benefits local authorities and their communities.

There is less waste to dispose of, giving a saving in costs and refuse tipping space.

And since the glassworks pay a guaranteed price for every tonne of glass returned to them, what used to cost local authorities money can now make them a profit. Which can be used to help buy kidney machines for the local hospital, or spent on other community projects.

In two years public response to "Save at the Bottle Bank" has developed into the regular habit of saving glass for thousands of people. In fact response has been so great that the glass industry, in co-operation with local authorities, is now expanding the scheme to 200 towns and cities.

Setting a target to recycle 150,000 tonnes of glass a year

This will reduce the demand for virgin raw materials which, although plentiful in Britain, entails considerable quarrying activities.

But, more important, the use of recycled glass—or cullet as it is called—also reduces the fuel consumption of the glass-making furnaces.

So Britain saves 4,000,000 gallons of oil each year

## INVESTING IN THE FUTURE

The Bottle Bank scheme is one of the ways in which the glass industry is looking to the future. Important, but only a part of a major programme of investment.

For example: continuous research into glass melting technology has reduced average fuel consumption by 18% since 1970.

Lightweight bottles such as the daily "pinta," continue to be developed, using 25% less glass, but retaining all the strength of their predecessors. Helping to reduce material and energy requirements accordingly.

## NEW ECONOMIC USES FOR CULLET

There will always be some parts of Britain which are too far away from the glassworks for recycling to be economical. So the industry has sponsored research into new uses for waste glass. As a result floor tiles and surfacing and cladding materials, containing 75% crushed glass, have been developed. Providing yet another outlet for people's empties. Proving that just because glass is inexpensive, that's no reason to waste it.

## RECYCLABLE OR RETURNABLE

All glass can be recycled time and time again, without any quality loss.

But this is not to forget the returnable bottle which frequently offers great economy and efficient use of resources. Over 50% of packaged beer and soft drinks are sold in refillable deposit bottles. The daily doorstep delivery of milk owes its continued existence to the returnable glass bottle.

But by recycling the non-returnables, the glass container industry is saving raw materials, money, and energy.



**BANK ON GLASS FOR THE FUTURE.**

Glass Manufacturers Federation, 19 Portland Place, London W1N 4BH Telephone: 01-580 6952.

# Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHÖETERS

## • MATERIALS

### Priming paint for rusty surfaces

AN ANTI-RUST primer called Rustec which has been on the market for about two years has now been incorporated in a solvent-based quick-drying resin paint.

The product is claimed to be particularly suitable for treating rust on vehicles, will adhere on existing cellulose and accept most primers and finishes. It can be over-coated when hard dry which would not be less than two hours after application and most good quality finishing gloss paints can then

be applied.

Application can be by brush, roller or spray directly on to the rusty surface. It is recommended that loose, flaky rust be removed by wire brush—it is not necessary to pretreat light rust although unsound paint films with rust beneath should be removed as Solvent Rustec is only effective if it comes into contact with a rusty surface.

The product is being manufactured by R. J. Hamer, Miles Road, Mitcham, Surrey CR4 3YB (01-648 2064).

## • HANDLING

### Semi-automatic strapper

INTENDED FOR general industrial use but with particular applications in the agricultural, horticultural and fishery industries is a semi-automatic strapping machine from Pakseal Industries, Pakseal House, Cordwaller Estate, Maidenhead, Berkshire (Maidenhead 26381).

Two design features of the Man-O-Mat are: vertical mounting of the strap tensioning and

### Dual-role intercom

AN INEXPENSIVE intercommunication system offered by ITT Terraphone consists of a master station to which can be connected up to nine sub-units.

Each sub-unit can be called independently from the master, or they can all be called at once. Simple press button operation for calling and for speaking are provided; on the master station a self-latching security button when pressed allows sounds picked up in the

room in which it is installed to be heard in other rooms. Apart from the obvious security value, the system can also be used as a baby alarm.

The master unit is plugged into the mains and the sub-units are supplied complete with cable and cable fixings. All the units have self-adhesive pads to allow fixing to desk, table or wall.

More from Stafion Approach, London Road, Bicester, Oxon (0892 44681).

## DATA ENTRY STAFF?



How can you improve your computer operation?

One answer is to optimise input.

At the moment your input is probably through specially-trained data entry staff. Before they even start to earn their keep the basic data has to be collected, checked and collated, possibly from a wide variety of sources, from floor-to-senior management. The point is, you're already employing these sources to generate the data... and then going through all sorts of costly procedures to get their information into another form.

So why don't they do it themselves?

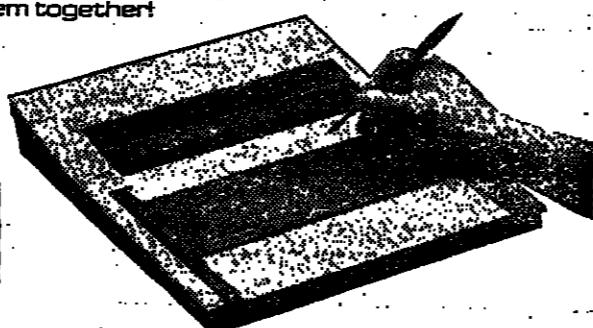
Now, with MICROPAD all employees can be responsible for their own data entry.

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effected by overwriting. Only minimal training and reorganisation of clerical procedures is required. The flexibility is fantastic.

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## THE MANAGEMENT PAGE

## How to get rid of your personnel manager

Jason Crisp on how microelectronics must radically affect managers

BRITISH companies may be slow to adopt microelectronics. They may be several years behind competing nations in the application of electronics. But "there is no doubt that British managers are very, very aware of their potential impact," says James Cooke, a consultant with PA Management Consultants.

It is his job to lead the PA team which is running the microelectronics awareness campaign for the Department of Industry.

Cooke identifies a very serious gap — in awareness and interest — among mechanical engineering companies in the Midlands and London. "If there is one area which is going to be affected most it is mechanical engineering," Cooke told managers at the recent annual conference of the Institute of Personnel Management in Harrogate.

If awareness levels in the UK may be rising fast, this probably owes much to those trade unions which have expressed alarm at both the possible effects on employment and at management's unpreparedness.

## Change fast

Cooke says the companies used as case histories by his consultancy took typically between three and four years to move into the application of microelectronics. "So if we are already several years behind we are going to have to change fast."

The dramatic changes on the working lives of the unskilled and the office worker are being discussed. But Cooke suggested that the biggest cultural change would be that experienced by management.

"In most successful companies in the UK," he said, "there is a clearly defined hierarchy of management built to command and discipline its workers to produce standard responses to standard circumstances."

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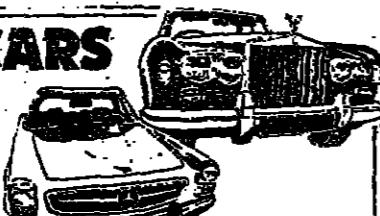
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mass clerical unemployment. It had not so far, he said, because there were three requirements for a complete and workable system: First it requires a simplicity of approach which is beyond that of most commercial computer departments; second a reliability of operating systems and equipment that is beyond most computer manufacturers; and finally a reliability of communications links that is beyond the Post Office.

Virgo gave a provocative example of how an on-line computer system can be introduced, and the effects it has on manpower.

Most of the opposition to its introduction vanishes, he said, if the system is seen to be "very much under clerical control" and if the effort freed by the system is used to allow staff to give personal attention to queries and anomalous transactions which do not fit the rule book. There is even less opposition if there is a guarantee of no compulsory redundancy.

It is always safe to give such a guarantee, he suggested, "because during implementation and for about three months afterwards you need every member of staff since the system goes up and down like a yo-yo, while your computer department, the telephone switchboard and the local Post Office engineers learn how to give you reliability in practice, and not just in theory."

Then, for about a year, the staff have to clear up the backlog and get thoroughly on top of the job, said Virgo. Then he said, "you begin to regret the 'no redundancy' guarantee because, with the end of regular panics and frustrations, your normal staff turnover has dropped and your contented staff are staying."

"Suddenly, about 18 months after implementation, your good second line staff start leaving: supervisors, deprived of the opportunity to demonstrate their skills and exercise authority in a crisis, are looking elsewhere. Clerks, no longer scared of computers, want to become operators or even programmers."

"Soon only the managers and the second rate, who were originally terrified of computers, but now reliant on them, are left and the savings have been made. Finally bowed with no one to talk to, the personnel manager leaves and is not replaced," Virgo told the personnel managers.

"There is, therefore, the real opportunity for manpower plans and corporate strategies to work hand in glove to support each other — and given the hostile environment, they must."

"A combination of ready access to seed money for their scientists — up to \$25,000 to test a new concept — 10 per cent research and development directed into high risk ventures, rotation of entrepreneurial talent within the engineering centres and an aggressive stock ownership scheme — all play their part. Above all, their time horizons are 10 years, not two."

On the contentious problem of large scale losses of production jobs, Cooke said that PA's evidence, and that of the Massachusetts Institute of Technology, did not indicate this would happen — although he admitted the evidence was not conclusive.

A major application of the new technologies, he said, would be in energy conservation, where there were no job losses. "In none of the product case histories did we meet with significant redundancies. We did however meet the need to restrain, to restructure and to review the traditional roles and functions within the labour force."

While the highly skilled will be least affected, it would not be hard to forecast considerable change and threats ahead for the semi-skilled and unskilled, he continued. Micro-electronic based maintenance controls had virtually deskillled the maintenance of plant, and "automatic process controls are

the only question is timing, our ability to shift, and at the end of the employment day our ability to match those skills needed with the residual skills available."

Concluding a another session of the IPM conference Philip Morris chairman of the Conservative Computer Forum, questioned whether the recent dramatic fall in the cost of on-line computers could result in

## Business courses

Microelectronics for Non-Electronic Engineers, London December 10-14. Fee: £250. Details from Blesdale Computer Systems, 7 Church Path, London SW19.

Janner's Complete Law for Managers, Oxford December 2-7. Fee: £450 (plus VAT). Details from Advanced Management Development, Six Sheet Street, Windsor, Berks.

Marketing Management Course, Brussels, December 10-14. Details from Management Centre Europe, Avenue des Arts 4, B-1040 Brussels, Belgium.

Self-insight Assessment Centre, Brunel University, Middx, December 3-7. Fee: £325. Details from The Secretary, Brunel Management Programme, Brunel University, Uxbridge, Middx, UB8 3PH.

## Portable building maker moves itself to Wales

BY NICHOLAS LESLIE



John Edwards went to Wales because "the Government forced us out of the Midlands."

ANY ONE of Britain's development boards or corporations would be only too happy to have someone like John Edwards on its side. After all, each development area is, by definition, at some form of industrial disadvantage and is trying to attract or revive an inflow of companies to create employment. As chairman of one of the first companies to be enticed to Newtown, Powys, Edwards provides encouragement by being an enthusiastic ambassador for his adopted region and for the Development Board for Rural Wales.

Such enthusiasm is rather ironic. For Edwards, whose company Presco makes a range of portable buildings, never wanted to go to Wales. He went, he says, "because the Government forced us out of the Midlands." This was because he could not get an industrial development certificate 10 years ago when he wanted to build a factory in Stoke-on-Trent.

Another surprising aspect of his attitude — despite his evident present-day prosperity — is that his move to Wales very nearly crippled his company, which was then barely 18 months old and thus still very vulnerable. For although he found himself with a nice new factory, within three months of moving, 13 of the 14 people who had followed him from Stoke-on-Trent had returned home.

So he was suddenly left looking for replacements: his need was for machine operators, welders, plumbers, sheet metal workers and the like in an essentially agricultural area desperately short of skills he needed and, despite Government assurances to the contrary, a shortage of training facilities.

Soon only the managers and the second rate, who were originally terrified of computers, but now reliant on them, are left and the savings have been made. Finally bowed with no one to talk to, the personnel manager leaves and is not replaced," Virgo told the personnel managers.

It was, says Edwards, "a struggle." He pushed on by attracting a few experienced workers into the region, though many more had to be trained by the company itself. Large as a result of this, all shop floor worker training is still done in-house, though Presco has helped to develop courses in collaboration with the expanding local technical college, for such people as drawing office staff.

Edwards' reasons for staying in Newtown are diverse. In the first instance it is clear that he had little option but to press ahead. He had a shortage of workers to overcome, but at first he had a new factory, rent free for two years, and other

financial incentives, such as opposite experience," says training and employee subsidies. Edwards

But if all this turns mid-Wales and Newtown in particular, into some form of Utopia, Edwards has some minuses to set against the pluses.

The region, in comparison with the old-established industrial areas, is still relatively remote despite better road communications. For a company such as Presco, which as Edwards succinctly puts it, "transports boxes of air," this is an important point to take into account when weighing the pros against the cons. It is perhaps even more significant a factor given that early forays into rail transportation proved unrewarding and have been abandoned, with little likelihood of resurrection.

Then again, as Edwards points out, virtually every telephone call you make from a development area

is a trunk call. And there also the increased transport costs of bringing customers and also his own salesmen, to the Presco factory.

Another point he makes, with feeling, is his need to carry significantly higher stocks of sheet metal and other materials used in making portable buildings. This is necessary, says Edwards, by not having suppliers right on the doorstep, who could make deliveries at day's notice, as would be the case in the Midlands.

All this adds up to extra costs for the company which are not always compensated for by grants, says Edwards. "It has been my hobby horse that what is needed in development areas is not grants but some form of subsidy which provides a balance in these respects so that a manufacturer is not worse off in a development area than he would be in another area."

Industry, he says, is not naive about grants. "What we have today we can lose tomorrow, so what is needed is long-term subsidy to balance the extra cost of being in development area."

## Free choice

Nonetheless, Edwards remains committed to the area and he has built up a profitable company with a turnover over £4m in a market which he estimates is worth, very broadly, around £100m a year.

The first test of this commitment came six years ago when extra production capacity was needed. Edwards theoretically had a free choice since no real constraint existed on his siting of a factory back in Stoke-on-Trent or in some other industrial area. But to his mind the pluses outweighed the minuses and he enlarged his Newtown factory. If his expansion continues as he expects it won't be long before even more capacity is needed and he has already decided that this will again be on his Newtown site.

Of course, weighing up the pros and cons is very much a personal affair for Edward Edwards, it is because with a few other shareholders, he owns his Newtown site.

But he nevertheless maintains his bid to "keep it in New Town and to keep all his manufacturing activities based there have been the right ones," he says. "Instead of spending time, we would have had

## Today! ABN is also in Fukuoka...

In addition to Tokyo, Kobe and Osaka.

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## New Theatre, Cardiff

## Ernani by RONALD CRICHTON

Welsh National Opera, a few lingering doubts. He and his designer, Maria Björnson, have put the action (time of Charles V) forward to the age of Velasquez for no more constructive reason it seemed, than to have the heroines Elvira and the chorus ladies dressed as *ménages*. Of course the wide skirts and bright colours show up brilliantly against a black set (a super-coal scuttle with balconies and lots of movable panels), but while the ladies (singing justly as ever) behave as if their finery were not stiff, uncomfortable court wear but a fancy-dress giggle, our understanding of 16th-century Castilian attitudes (the opera is based on Hugo's drama *Ernani*) is not increased, while the constantly travelling gyrating screens confused the hidings in closets or behind pictures.

Hugo'souting of the three unities, more drastic than British playwrights' revolt against the well-made play in

our own time, by moving the *basso cantante* the music calls for (the first-act cabaret is included, though it is hardly worth having).

Two minds about the *Elvira* of Suzanne Murphy. The soft-grained timbre is, as ever, appealing. Miss Murphy has the measure of the big phrases but within those phrases notes are sketched rather than sung, intervals are vague and attacks often weak. She suggests not so much a mettlesome Spanish lady as a worried country maid perpetually about to slide into a mad scene. The best singing came from Cornelius Ophof as the King, Don Carlos. Mr. Ophof has the baritonal distinction of presence that so cruelly eludes most tenors. The bel canto writing gave him some trying moments (well it might) but on the whole style and an agreeable if not large voice won through. Mark Hamilton (versatile, interesting artist) made much of the small role of Don Riccardo.

Kenneth Collins takes the title-role, more convincing as outlaw than as the Aragonese grande *Ernani* really is (Mr. Collins must practise removing his pilgrim's disguise more nippily), but we have few tenors who can send this music sailing so roundly and confidently across the orchestra. In the difficult, complex role of Silva, Elvira's uncle, guardian and passionate wooer, victim of the Castilian code of honour, Richard Van Allan compels respect for never appearing ridiculous or losing dignity, but he is not quite the Keppelmeister do little to alleviate. Salieri is not concerned with prosperity but talent. As Mozart arrives in the capital, having sacked his Archbishop (or vice versa) and Salieri, overwhelmed by the sounds of the wind serenade K364, begins to see him as a rival. More than that, however: he had dedicated his talent to God, and when he realises that Mozart's talent is greater than his he accuses God of ingratitude and dubs him *nemico eterno, eterno enemigo*.

A curious enemy, for Salieri triumphs both at court and in the opera house while Mozart, denied promotion by Salieri's machinations, dwindles into a squallid poverty that his concert and his exiguous pay as Kapellmeister do little to alleviate. Salieri is not concerned with prosperity but talent. As Mozart struggles to finish his Requiem (and who was the mysterious stranger who commissioned that?) Salieri haunts his lodgings in a black mask and leaves poisoned wine on the doorstep. Mozart goes to his pauper's burial and Salieri progresses to his guilt-ridden old age.

Despite a commanding performance by Paul Scofield as Salieri, on stage for virtually the whole three hours of the play, there is no life in Mr. Shaffer's story. Salieri recounts it in the manner of an illustrated lecture. Discovered in old age in his apartments, crying "Piedra, Mozar!" to the world while the world, represented by two "verticilli," little breezes that blow the rumours and look like two Mad Hatters, comment on the tale. Salieri is said to have died in his lodgings.

The production, as I said, is decorative, and needs to be. John Burry's handsome set, radiant with the cultured elegance of the period, has a proscenium arch at the back and makes me think, not for the first time at the Olivier, that the play is better suited

## Olivier

## Amadeus

by B. A. YOUNG

Peter Shaffer has retold the story of how Antonio Salieri poisoned Mozart, with some romantic decorations of his own. This is how it goes in his version:

Salieri is Court Composer to the Emperor Joseph II. In 1781

Mozart arrives in the capital, having sacked his Archbishop (or vice versa) and Salieri, overwhelmed by the sounds of the wind serenade K364, begins to see him as a rival. More than that, however: he had dedicated his talent to God, and when he realises that Mozart's talent is greater than his he accuses God of ingratitude and dubs him *nemico eterno, eterno enemigo*.

A curious enemy, for Salieri triumphs both at court and in the opera house while Mozart, denied promotion by Salieri's machinations, dwindles into a squallid poverty that his concert and his exiguous pay as Kapellmeister do little to alleviate. Salieri is not concerned with prosperity but talent. As Mozart arrives in the capital, having sacked his Archbishop (or vice versa) and Salieri, overwhelmed by the sounds of the wind serenade K364, begins to see him as a rival. More than that, however: he had dedicated his talent to God, and when he realises that Mozart's talent is greater than his he accuses God of ingratitude and dubs him *nemico eterno, eterno enemigo*.

A story so simple ought surely to be more effectively adapted for the stage, and I am inclined to blame the director, Alan Strachan—otherwise impeccable—for not pointing out to Miss Rubens where she has gone wrong. I have always believed this to be part of a director's duties, especially when dealing with inexperienced playwrights, but it is a duty that seems to be increasingly overlooked.

The playing at any rate is pleasant throughout, with a beautiful performance by Rosemary Leach as Amy—not nearly as ugly as the script suggests—and a moving one by Richard Owens as Stan. Gwyneth, the kindly neighbour with her daily gift of newly-baked bread, is prettily done by Rhoda Lewis, and her elder brother Huw by Denys Graham. Peter Rice has designed the duplex set of sitting-room and bedroom in the Evans house. The interval, and on one such occasion, where Stan and Amy go for a picnic on the sands, the lights are lowered and half the audience began its trek towards the bar. The second act also reaches a natural climax at least once before the curtain.

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This is a simple, charming story, clumsily adapted by Bertrand Rubens from her own novel. When Amy Evans, a middle-aged spinster of Porthcawl, daringly advertises in her local paper for a penfriend, her only answer comes from her crippled brother Stan. She replies in character as Blodwen, to keep the matter confidential, and their correspondence ripens to the point where she has to hire an actress to come and play the part of Blodwen on a visit.

The results are unexpected.

Stan is disappointed at meeting his correspondent in the flesh, but having been lured into the trap of love, he proposes instead to Gwyneth Price, another local spinster. Poor Amy has become so much identified in her own mind with her imaginary alter ego that when the engagement is announced she has a hysterical collapse and becomes a cripple herself.

Now the characters are beautifully drawn, the acting is delightful, and a good deal of the rather long evening is most enjoyable. But, the story is suddenly spread over the play. The first act comes to a natural curtain twice before we break for



Simon Callow and Paul Scofield

to the Lyttelton. Behind the proscenium a line of Viennese citizens appears now and then to express approval, curiosity, alarm or what have you, a happy extravagance only a large permanent company can afford.

Behind the decorations, both

of the text and of the production. I thought the play was hollow as a soap-bubble. Only once, when Mr. Scofield gave his long speech about the inaccuracy of God, did I feel that I was in the presence of masters.

## Elizabeth Hall

## Stravinsky Festival

It was the achievement of Friday's London Sinfonietta concert to be festive, exhilarating, and didactic, all at once. An essential lesson in Stravinsky came at the start. Michel Bérot's cool and witty traversal of the 1921 *Les Cinq Doigts* was followed by the orchestration and slight adaptation of the piano pieces undertaken four decades later; in the juxtaposition we were offered an insight into the hoarding, squirming side of the composer that was fresh and delightful. The same process, though applied to scores of less close family kinship, was at work later on in Mr. Bérot's *Piano Rag Music* and David Atherton's sprightly account of the marvellous *Romance*. Both highlight an attitude to the dance-music fashions of 1918 simultaneously arid and fastidious.

The performance, in fact, seemed to me one of Mr. Atherton's rare Stravinsky failures: the lyrical episodes were allowed to smoulder along easily, inviting insipid ear over the crispness of articulation that even the most limp, Attic side of this composer demands. If Grimes was a slight disappointment, amends were made at the close with an account of Dexie's concertos that was bold, buoyant and right in every accent.

MAX LOPPERT

We also heard two scores seldom given in concert, that nevertheless belong with the best of the Stravinsky oeuvre. The serial *Movements* (1938-59) for piano and orchestra was played twice—unnecessary if the justification was musical com-

plexity (for the audience responded enthusiastically the first time around), happy in its way of showing how much room there is in the musical margins for nuances of interpretative expression. *Orpheus* is one of the supreme manifestations of lyrical neo-classicism. It is, at the same time, a difficult position in the concert hall, away from the *Boléro* choreography, to which it is intimately related, for most of the music moves at a gentle andante, and poses problems of dramatic variety for the conductor.

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We also

Monday November 5 1979

# Chrysler rescue discomforts U.S. free-market zealots

BY STEWART FLEMING and IAN HARGREAVES in New York

## The secrets dilemma

SECTION 2 of the Official Secrets Act 1911 has at least one saving grace: it has come to be recognised as so absurd that it is rarely invoked. The Section makes it an offence for any person holding office under Her Majesty to communicate without authority to any person any information which he or she has obtained because of his or her official position and for any person to receive such information.

As the Frank Committee commented in reviewing the working of the Act in 1972: "All information which a Crown servant learns in the course of his duty is 'official' for the purposes of Section 2, whatever its nature, whatever its importance, whatever its original source."

### Disease

If the Section were taken literally, it would mean that practically no official information would ever be disclosed except at the whim of the government of the day. Alternatively, there might be a series of prosecutions of civil servants and journalists for passing on the sort of information which appears in the newspapers on an almost daily basis.

Governments on the whole have been wise enough to avoid any such nonsense. From 1945 to 1971 prosecutions under Section 2 of the Act averaged about one a year. Since then there have been even fewer, and the number of convictions has declined even further. In effect, the Section has fallen almost into disuse with the possible exception of cases which concern, or are said to concern, the security of the realm.

In recent years there has been a number of calls for reform including the report of the Franks Committee, which was itself set up by the Government in response to the recommendations of the Fulton inquiry into the civil service in 1968. The Fulton report said bluntly: "The Government should set up an inquiry to make recommendations for getting rid of unnecessary secrecy in this country. Clearly, the Official Secrets Act would need to be included in such a review."

The dilemma facing reformers, however, has always been simple to state, if hard to resolve. It is that in replacing

a section of an act that has become such a bumblebee as to be practically unusable with something that is meant to be more usable, government practice will become more restrictive rather than less.

### No appeal

The most charitable explanation of the Protection of Official Information Bill published recently is that the Conservative Government has fallen unwittingly into this trap. The Bill is an advance in that it reduces the amount of information to be regarded as secret, but where information is still to be protected, it sticks to the main principles of the 1911 Act.

These areas cover security in its broadest sense. What is secret will be anything that the Government chooses to call secret. Anyone who passes on such information without authorisation will be liable to prosecution. Moreover, in the event of a prosecution being brought it will be sufficient evidence to secure conviction if it can be shown that a Minister had previously certified that the information should not be disclosed.

Some of the shortcomings of this latter provision should be obvious. There would almost certainly be a tendency to classify information as secret just in case it got out and led to political trouble. Under a new law that was intended to be enforced, civil servants would be likely to disclose even less information than in the past. The big objection, however, concerns the entrenchment of arbitrary power. It is proposed that there should be no right of appeal whatsoever if a Minister has declared that disclosure of information in the defence or international relations category would be damaging. In the words of the Bill, that declaration would be regarded as "conclusive evidence."

### Safeguard

Experience is not such as to suggest that governments have a monopoly of wisdom. What is needed is an amendment which would compel the authorities to justify the classification "secret" before an independent body, preferably before a prosecution is brought. Without that safeguard, it might be better for all concerned to live with Section 2 of the 1911 Act.

## Speaking softly in Quebec

MR. RENE LEVESQUE led his separatist party to victory in Quebec three years ago by soft pedalling the entire issue of independence for the French-speaking Canadian province. Nothing would be done in that direction, the Premier promised until the people of Quebec had had their say in a referendum. Now that we are within sight of that referendum, which is likely to be held in May or June next, Mr. Levesque seems to be following the same tactics: the White Paper, which his Government published on Thursday, leaves at least as many questions open as it answers.

In particular the electorate of Quebec with its 5m inhabitants, is still not told what question will be on the ballot paper. The White Paper, however, is in keeping with previous evidence that it will, at most, be asked to authorise the Quebec Government to negotiate a new relationship with the rest of Canada, which it describes as a sovereignty-association. It is destined to reconcile the undoubted desire in Quebec for more local political power with fears that a Quebec left on its own would face an economic blizzard.

**Taxes**

The concept is one that Mr. Levesque helped to evolve at the time of his break with the Quebec Liberal Party, which he left in 1967, having previously served in the Cabinet with considerable distinction. As now presented, it would give the Quebec Parliament exclusive powers to legislate for the province and to raise taxes. At the same time, Quebec would retain full economic and monetary union with the rest of Canada, to the point of having a common currency. Non-elective committees to co-ordinate policy between Quebec and the rest of Canada are part of the concept, though the most reasonable men might find it a nightmare to run monetary policy in a confederation whose members may pursue independent fiscal policies.

There is good reason for the vagueness of the White Paper and for the refusal to publish the question for the referendum. It is not clear whether the people of the province nor those in charge in Ottawa want it.

## MEN AND MATTERS

### Speaking up for sponsors

We shall be hearing much more shortly from Norman St. John Stevens, Minister for the Arts, about the need for arts sponsorship by his business. He is likely to touch on the subject in speeches this week. He says: "I am now preparing a campaign that I hope will be ready by Christmas."

But companies must be ready to cut their teeth if they undertake a major exhibition. Ottelli has had \$150,000 underwriting the stunning "Horses of San Marco" exhibition which closed at the end of last month at the Royal Academy; the dissolus won critical acclaim, but did not draw the crowds.

Companies need to earn solid measures of goodwill and prestige on the scales to make any sponsor feel that an outlay of such a size has been balanced off.

The Ottelli experience makes more relevant a message put out by the Royal Academy with the advance notices of the Post-impressionist exhibition which will run through the winter.

It asks the Press to accord "due acknowledgement" to Daimler, "who have given generous support to the exhibition."

This plea for what cynics might term "plugs" is the initiative of Griselda Baillie-Hamilton, who runs the Royal Academy Press. "Quite frankly," she explained to me, "I think sponsors need better interest as well as altruism in great deal of mileage, and they should likewise in the arts."

The British Museum has copied Miss Baillie-Hamilton's appeal to the media for its forthcoming exhibition on the Vikings sponsored by The Times and SAS, the Scandinavian airline.

The St. John Stevens campaign is sure to touch upon self-interest as well as altruism in seeking arts sponsorship from big business. Indeed, if any company feels so high-minded that it does not want its name

### Cooking trouble

Every day for the past week, 3,500 meals have been cooked in the five Paris restaurants of the French henk Societe Generale—and then thrown into the dustbin.

The canteen staff have diligently prepared advertised lunchtime menus; but on the stroke of eleven o'clock each morning they go on strike until 2 p.m.—when, of course, the bank workers' meal break is over. So far, over 30,000 meals have been turned into garbage at a cost of £18,000 and there is no sign of an end to the strike.

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### Rumsey's clips

Anyone turning over £20,000 a year from his own invention which he makes in his garage deserves some credit for sturdy independence. Waller Rumsey is also 84. "Small is beautiful," that's my motto," he told me at the weekend.

A retired Royal Navy Lieutenant engineer, Rumsey produces his own design of clips for garden cloches. He sells about 100,000 a year, including exports to the U.S. and Canada. "I work about seven hours a day," he says, "but I have Mr. Blackmore to help me—a wonderful chap, former chief petty officer, aged

75." What is Mr. Blackmore's first name? "Oh we always call each other mister, the old naval way."

As befits a sailor—"I was sunk in the battle of Jutland—Rumsey lives in Plymouth. But he was born in Crickhowell, South Wales, and his voice still liltts. "My business is like the ones in the villages, in the old days," he says. "I've made my own tools for the work."

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mentioned, it will lose its chance of tax deduction for the outlay.

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# FINANCIAL TIMES SURVEY

Monday November 5 1979

# The Netherlands

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## THE NETHERLANDS II

## Improved short-term prospects

BY REGINALD DALE, EUROPEAN EDITOR

The Centre-Right coalition Government has now been in power for almost two years, despite initial predictions that it would not survive long. It has not found the answer to all the Netherlands' economic and social problems, but recent developments have been more encouraging.

**H**E DUTCH go into the 1980s in a jingoistic mood than seemed likely only 12 months ago. Then, serious people were wondering whether the country was capable of surmounting the harsh challenges that lay ahead.

The prosperous, progressive society constructed in the boom years of the 1960s looked increasingly vulnerable to economic strains and social tensions generated from both within and without. The country's very wealth was a handicap. High wages, one of the world's most advanced social security systems, and a strong guilder were threatening to price the Netherlands out of the international trading markets on which it depends for its survival.

These problems have not gone away. Indeed, many Dutch economists believe they will return with a vengeance in the next three to five years. But for the moment, the clouds have parted to allow a few rays of sunshine to filter through. The cost of producing goods in the Netherlands has declined relatively compared to its major trading partners. Exports have revived and the inflation rate is now lower even than that of neighbouring West Germany, the most important single external influence on Dutch prosperity.

Politically, the nation is self-confident. Its institutions, headed by a much-loved monarch, are among the most stable in the Western world. The qualities that make life in the Netherlands so special—moral rectitude tempered by free-thinking tolerance and a healthy dose of mercantilism—remain deeply rooted.

Despite some increasingly insistent questioning from the Left, the country remains firmly embedded in its Western partnerships—the EEC and NATO—in both of which it plays a role that is incomparable with its physical size. Dutch values, and the commitment to democracy, are enduring.

One of the country's most eminent politicians, Mr. Joop den Uyl, leader of the Labour Party and a former Prime Minister, called his book on The Netherlands *A Country of Narrow Margins*. It was an apt description. Dutch debate, whether it is about foreign



Mr. Joop den Uyl, leader of the opposition Labour Party and a former Prime Minister.



Mr. Dries van Agt has been Prime Minister for almost two years.

affairs, domestic politics or economics, tends to be less about principles than their implementation. It is a question of degree.

Thus, in foreign policy, for example, nobody disputes that respect for human rights is good—and South African apartheid, bad. The question is how the country should best go about securing its objectives. At home, there is general agreement that the collectives of the economy, which finances the Dutch welfare state, has been allowed to get out of hand. The question is over the extent to which its role should be restrained. One of the most controversial recent issues in The Hague has been the level at which tax relief on mortgages should be phased out. The principle is not at stake. Most people, except for some on the Right, agree that the poor should earn more, the rich comparatively less. The question is what the ratio should be between the lowest and the highest incomes.

There is a strong basis of consensus to Dutch society. But inside that consensus, individualism is encouraged. In a tradition that dates from the religious controversies of the

19th century, the structure is organised to allow everyone with a firmly held conviction to have his say. The purest forms of proportional representation ensure that anyone who can muster about 55,000 votes nationwide can take a seat in Parliament. The country's broadcasting system is operated by groups of different political beliefs, who receive more or less air-time according to the degree of popular support they can demonstrate.

The system can foster an air of unreality. Parliamentarians in The Hague are more detached from their voters than British MPs, with their clearly defined constituency responsibilities. It is not always obvious that the political issues that Dutch MPs choose to fight over really reflect the interests of the electorate as a whole.

In addition, there is the luxury of living in a small, secure, prosperous country without any major international responsibilities. The Dutch feel free to pontificate about the world in general.

If there is to be a political crisis in the coming months, it could well be caused by the controversy over NATO's plans to install new medium-range

nuclear missiles in Western Europe. Many Dutch people do not like the idea of having these new weapons in the Netherlands and feel that their country should take its own decision regardless of the conclusions reached by the other members of the Alliance. That is the right of a sovereign country. But others would argue that it is easier to be high-minded about nuclear weapons when there are others prepared to shoulder the burden, however distasteful they, too, find it.

If he can steer his way through the nuclear minefield that lies ahead of him, Mr. Dries van Agt, the leader of the Centre-Right coalition Government, could well survive until his term runs out in the spring of 1981.

After what looked like an inauspicious start, his coalition appears more durable than many people first expected.

Those of his Christian Democratic supporters who would

have preferred a Centre-Left alignment with the Labour Party (rather than the Right-wing Liberals), have not yet caused serious trouble. There is much gossip in The Hague about possible political realignments, but the formation of new Dutch coalitions is never easy and can take a great deal of time. Many Dutch voters are tired of political wheeling-dealing and appreciate Mr. van Agt's carefully cultivated "political" style.

It is far from clear, however, that the van Agt Government has found the answer to the fundamental economic and social problems that the country still faces. Little is left of the original blueprint for 1981 that it published in the summer of 1978. Although the Government maintains that the spirit behind its objectives lives on, the original targets for reducing unemployment, public spending and inflation have been more or less entirely abandoned. Much of the blame can quite fairly be attributed to external factors—the oil price rise and world recession. The Netherlands is more dependent on its trading partners than almost any other country in the world.

But that does not mean the problems do not have to be solved. In the coming years, the country will need to combine

the struggle to reduce unemployment with the search for new industries that can survive in the potentially harsh world economic climate of the next decade. The Government has just published proposals to stimulate industrial innovation, in addition to its earlier investment premium scheme, and would like to concentrate on new sectors such as energy-saving and pollution control, as well as high-technology industries, such as communications.

But these are unlikely to provide all the jobs that will be needed. Each year until the 1980s, 50,000 young people, more than one per cent of the total labour force, will be coming onto the employment market and the Government sees little prospect of the private sector expanding to take them all in. The aim will be to stimulate the public sector while exploring the possibility of reducing working hours and providing for earlier retirement.

The Labour opposition favours shortening the working day from eight to seven hours and then possibly to six or even five—in line with its view that work, income and decision-making power should all be divided increasingly equally among the population as a whole. Those without jobs in industry would become teachers, social workers, nurses and artists. The Government point out that this has already been happening over the past decade.

The position of the country's

traditionally "responsible" trade unions will be vitally important. In the past, they have accepted wage moderation in exchange for measures to widen their power and generally improve the social well-being of their members. But there can be no guarantee that such moderation will last. A series of strikes in Rotterdam this autumn was interpreted by some Dutchmen as a sign of increasing militancy among the rank and file and disenchantment with the union leadership. Against that, it must be pointed out that the strikes were markedly unsuccessful, and, at Shell, the action came to an end under pressure from those who wanted to go back to work.

The Government is confident that increases can be kept comfortably below 10 per cent in the coming wage round. Beyond that, Dutch economists agree that continued restraint will be essential to keep the country on an even keel.

Without it, some private economists fear that the country could be drawn into a vicious circle of inflation and downward pressure on the guilder in the 1980s. That is not the official view. The Government and the central bank are giving top priority to the guilder's link with the Deutsche mark, via the European Monetary System, and welcome the economic discipline it imposes on the Netherlands. For the Dutch, good Europeanism has usually brought practical rewards.



Parliament Buildings, The Hague — the system of proportional representation ensures that anyone who can muster 55,000 votes nationwide can take a seat in Parliament

## Surprising survival of a shaky coalition

### POLITICS

REGINALD DALE

Others.

If there is one major criticism frequently heard in The Hague of Mr. van Agt and his Government, it is that they do not appear to have any clear view on how to solve the country's potentially serious economic and social problems.

If Mr. van Agt's coalition looked precarious at the start, it was because it was widely seen as defying the logic of the election that had taken place seven months previously. The clear winner of the poll was the Labour Party (PvdA) under its popular leader Mr. Joop den Uyl.

Labour had seen its share of seats shoot up from 43 to 53 in the 150-member Second Chamber—handily by Dutch standards—to emerge as the largest single party. But long months of haggling failed to produce the Centre-Left coalition between the Christian Democrats and the Labour Party that most people had confidently expected. The Christian Democrats finally switched their attention to the right-wing Liberal Party (the VVD), the marriage was quickly consummated and Mr. den Uyl found himself in the unwanted role of leader of the Opposition.

Conversely, criticism of the Government's overall efforts to trim the collective sector of the economy in favour of private enterprise has been moderated by the widespread belief that Mr. den Uyl would have had to pursue similar policies had he come to power.

If there is to be a crisis in the near future, it is widely expected to be over the Government's response to NATO's plans to modernise its "theatre" nuclear weapons (TNF) by introducing new medium-range nuclear missiles into Western Europe. The debate (explained in greater detail in the article on defence policy) is over whether or not new missiles should be stationed in the Netherlands and if so whether conditions should be attached. Nuclear issues arouse strong passions in the Netherlands.

Broadly speaking, the Opposition is against at least unconditional acceptance of the new missiles, the VVD is in favour and the CDA is split. The question is whether enough CDA MPs would vote with the Opposition to bring the Government down if Parliament were to divide on the issue.

Given that many of the other NATO countries want to take a decision at their Ministerial Council meeting in December, the issue could boil over at virtually any moment in the coming months.

Those CDA MPs who would prefer a Centre-Left coalition could well be tempted to force new elections. But neither they nor the CDA as a whole, nor for that matter, the VVD, are keen to fight a campaign on the nuclear issue. Equally, it may be doubted whether Mr. den Uyl, whose party slipped badly in the latest opinion poll, is ready for early elections. The cynics say it is, in any case, too important an issue to be at the centre of one of the country's political crises, which normally focus on economic minutiae.

Proponents of the Centre-

Left formula would rather bring the Government down on a clear-cut economic or social issue that would firmly identify the VVD as the party of the right and the CDA as that of the Centre, if not Centre-Left. There is no shortage of such issues, one major one being unemployment. Public spending and inflation have been more or less entirely abandoned. Much of the blame can quite fairly be attributed to external factors—the oil price rise and world recession. The Netherlands is more dependent on its trading partners than almost any other country in the world.

But change may be on the way. The latest opinion poll, conducted by the VARA broadcasting corporation last month, showed a remarkable increase in support for the small D'66 Party (Democrats 1966), a progressive party similar in some ways to the British Liberal Party. Its supporters tend to be middle-class intellectuals with few pressing financial worries—"rational" people, say D'66 enthusiasts. Equally, however, party officials admit that the hardcore of its support has hitherto been small and that voters who rally to the party in one poll can easily abandon it in the next. Nobody really knows whether D'66 is a durable phenomenon.

If, however, the latest poll results were to be reproduced in a general election, the present Centre-Right coalition would lose its majority, dropping from 77 seats to 73. While the CDA would keep its present 49 seats, the poll showed the VVD dropping from 22 to 24. D'66 would more than double its strength from eight to 17 seats, but even so the Left would not have a majority as a result of a fall in Labour Party support from 53 to 47. A new Centre-Left coalition between the CDA and Labour would once again appear the obvious solution.

Such an outcome, however, would pose problems for Mr. den Uyl. Were the CDA to emerge as the largest party, it would certainly demand the premiership for one of its members. The Labour Party would be unlikely to want to see Mr. den Uyl as number two, and might be obliged to find another candidate for the deputy premiership. There is no obvious choice.

For the moment, that must all remain speculation. Mr. van Agt is still more or less firmly in the saddle. If he can handle the TNF issue with sufficient skill, he could still be there for another 18 months.

### STATE OF THE PARTIES

	Seats in Lower House	Latest VARA opinion poll
PvdA	53	47
CDA	49	49
VVD	28	24
D'66	8	17
Others	12	13
Total	150	150

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## THE NETHERLANDS III

## Strong emphasis on European unity

"There isn't one" is the laconic reply of one Dutch commentator when asked to talk about his country's foreign policy. He is not the only one in The Hague to feel much the same way. But the baldness of the statement is almost certainly unfair.

It is true that the Centre-Right Government that has been in office for nearly two years has adopted a lower profile than its Centre-Left predecessor on many of the burning issues of the day—most notably South Africa, the North-South dialogue with the developing countries and human rights. There is nobody in the present Government, for example, remotely resembling the controversial Mr. Jan Pronk, the former Minister for Overseas Development, who used to run far ahead of the EEC pack in his efforts to promote the interests of the Third World.

Whereas Mr. Pronk found EEC membership an irksome constraint on his initiatives, today's Ministers stress the virtues of co-operation with the countries of the EEC and NATO. Allies in a way that to some may appear less exciting.

## Commitment

But the change is less great than it may seem at first sight. The fundamental basis of Dutch foreign policy—commitment to a strong and increasingly united Western Europe—has remained unchanged since the end of World War Two. The commitment is nonetheless powerful for being almost entirely uncontroversial. Today, in their international relationships, the Dutch are at the centre of three concentric circles. The innermost is the EEC (in which they remain committed to a "Federal" Europe), the next is the Western Alliance and the third the broad international forum of the United Nations.

There are those who see some wavering in the constancy of these relationships. Mr. Jerome L. Heldring, one of the country's leading foreign affairs experts, sees a trend towards pacifism and neutralism in the 1970s. This, he believes, is the consequence of the social upheaval of the 1960s, in which traditional values were overturned and the still-powerful Churches radicalised within a decade. The trend is certainly to be detected.

among members of the "New Left" faction of the opposition Labour Party and even on the left of the centrist Christian Democratic Appeal (CDA), the main member of the governing coalition. There has been talk in these circles of making support for NATO "conditional," rather than automatic, and last year a petition protesting against Alliance plans to deploy the so-called neutron bomb obtained 1m to 1.5m signatures (in a country with a total population of 14m).

The public's distaste for nuclear power, both civil and military, is as strong as if not stronger than anywhere in Western Europe. A major controversy is now looming over the Alliance's plans to modernise its medium-range nuclear weaponry in Western Europe, as explained in greater detail elsewhere in this survey.

The European fervour, once so characteristic of the Netherlands, has now largely dissipated—at least among the population as a whole. The first direct elections to the European Parliament in June this year produced a turnout of under 58 per cent—far higher than the British, but disappointing in Dutch terms. Labour Party voters appear to have stayed away for much the same reason as their counterparts in the UK. They both lacked enthusiasm for the new venture and doubted whether it would achieve much anyway.

On the other hand, it should not be forgotten that one of the main reasons for the current Dutch lack of interest in the goings-on in Brussels and Strasbourg is almost certainly precisely the fact that EEC membership is uncontroversial. Nobody is seriously suggesting that the country should pull out or change its terms of membership.

As for NATO, a recent opinion poll suggested that 75 per cent of the population were still in favour of Dutch participation. Despite the rumblings on the left, no serious politician is

A document recently signed by the Ministers of Foreign Affairs and Overseas Develop-

ment tackles such thorny issues as whether to cut off development aid from Governments that violate human rights. The answer is "not under all circumstances." The effect of a cut-off on the local population must also be taken into account.

The same sense of moral duty consistently keeps the Dutch near the top of the league table of Western aid donors. Last year, the country's official development aid accounted for 0.82 per cent of gross national product, a slight fall compared with the year before, but comfortably above the United Nations target of 0.7 per cent—a figure so far achieved by only a handful of nations. The Government has pledged to maintain its own aid target of 1.5 per cent of net national income both this year and next, and development aid has been exempted from its planned cuts in public spending.

The main problem area in this rather cosy state of affairs, at least in recent months, has been South Africa.

Mr. Christoph van der Klaauw, the Foreign Minister, a member of the right-wing Liberal Party (the VVD), has been criticised for adopting a milder approach than his predecessors to the Pretoria regime. His line is to condemn apartheid while stressing that progress in moderating its effects should not be ignored. We must, as he puts it, "listen to the voices of reason."

His party's attitude has now led to a serious controversy over the Paraplegic Olympic Games that are due to be held in the Netherlands in June next year, just before the Moscow Olympics. The VVD argues that a South African team should be allowed to participate on at least two grounds.

First, it argues, the way to attack apartheid is to foster as many contacts as possible. Secondly, it points to a report drawn up by the Dutch Embassy in Pretoria which found paraplegic sport in South Africa to be genuinely multi-racial. But Nigeria has already protested, and last month the Lower House of Parliament rejected South African participation by a two-to-one majority.

Dutch officials insist that the country remains, and always has been, in the mainstream of EC opinion on the PLO issue. But that progressive shift of position shows that there is room for change, even in the consistent pattern of post-War Dutch foreign policy.

ing the Patriotic Front. The Dutch have already told London of the great concern at this possibility, which they fear could seriously split the EEC. There is little chance of The Hague feeling able to follow London if the UK went ahead with the recognition of Bishop Muzorewa and the lifting of sanctions in the absence of an all-party agreement.

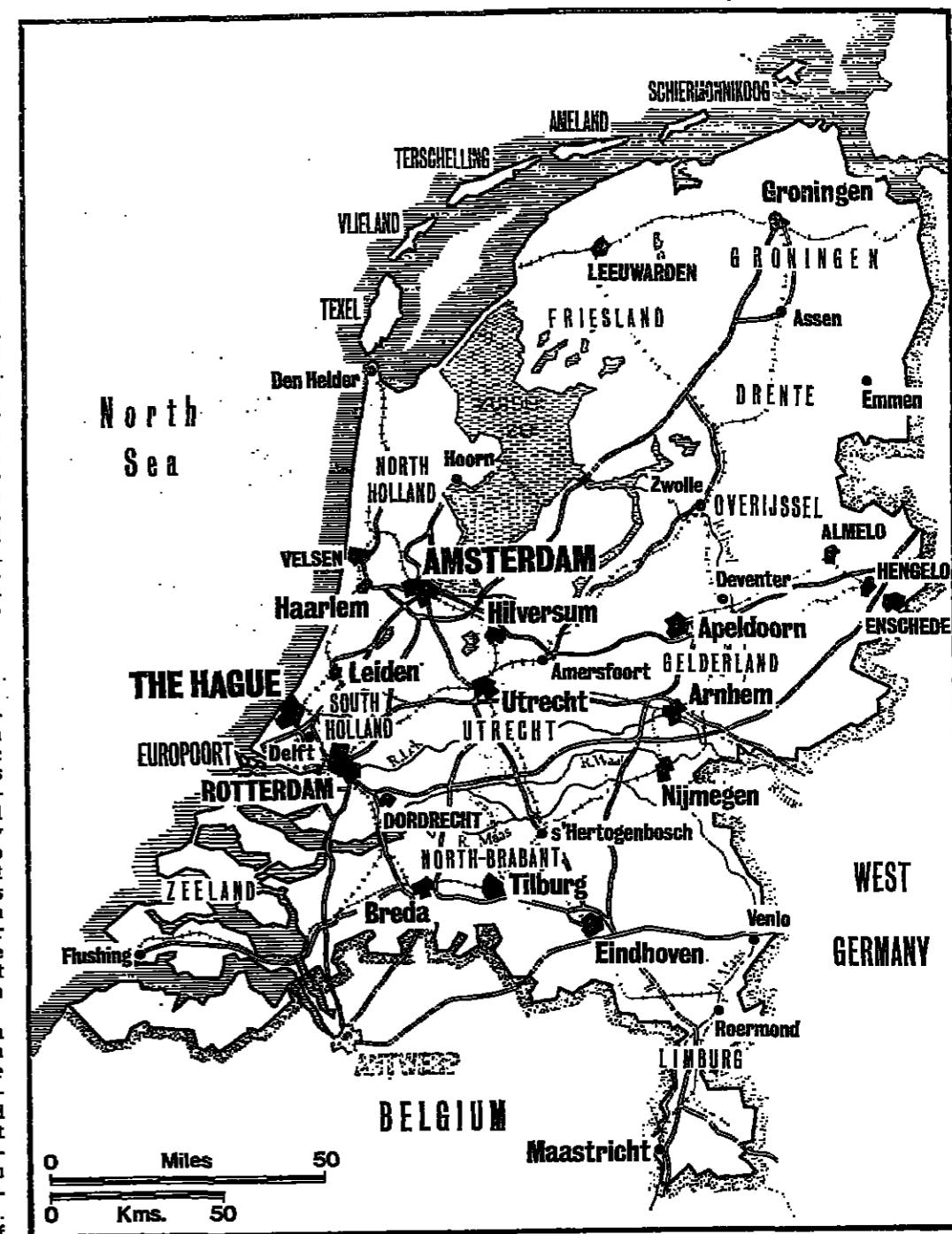
In other areas of Anglo-Dutch relations, there are, as usual, few problems. The Dutch are showing increasing understanding of Britain's complaints about the "unfairness" of the EC budget. But they do not see why London should receive something for nothing. There are suggestions in The Hague that Britain will have to be more accommodating in the negotiations aimed at setting up a common fisheries policy, and even a hint that the UK's North Sea oil policy should be conducted in a manner more sympathetic to the needs of her EEC partners.

## Change

But perhaps the most remarkable development in Dutch foreign policy and public opinion in recent months has been a steady decline in sympathy for the country's old friend, Israel, which until only a few years ago could do no wrong in Dutch eyes. The shift in favour of the Palestinians recently led to a protest from Mr. Moshe Dayan, the former Israeli Foreign Minister. There is little doubt, however, that Israel must itself shoulder much of the blame.

In addition to general Dutch disquiet over Israeli policies on issues like settlements in the occupied territories and autonomy for the West Bank and the Gaza Strip, an important new factor has been the inclusion of a Dutch contingent in the UNIFIL forces that are trying to police Southern Lebanon. Their eyewitness accounts of Israeli bombings have attracted a great deal of publicity that has had a major impact on public opinion.

Dutch officials insist that the country remains, and always has been, in the mainstream of EC opinion on the PLO issue. But that progressive shift of position shows that there is room for change, even in the consistent pattern of post-War Dutch foreign policy.



## BASIC STATISTICS

Area	14,718 sq miles	Trade 1979
Population	13.94m	Imports
GNP	Fl. 282,456m	Exports
Per capita	Fl. 20,261	Exports to UK
Currency = Guilder	£1 = Fl. 4.22	Imports from UK
		£2.52bn
		£2.23bn

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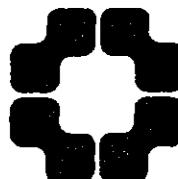
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## THE NETHERLANDS IV

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Are the Customs tricky?

Typical of the flexible Dutch customs system is that you can

store goods brought into the country indefinitely in bonded warehouses without payment of duties or VAT (Value Added Tax).

What import duties will I have to pay?

Import duties were abolished for EEC members on 1st July 1977. Associate members, and some other countries, have preferential trade agreements. VAT (Value Added Tax) is levied on most imports.

What do the Dutch need most?

Predominantly raw materials, since the country has a shortage; finished products too, in order to support the national chemical, metallurgical, petroleum and electrical industries.

What are labour relations like?

In the last few decades, there have been very few labour disturbances and strikes, largely due to the fact that employees and employers have good means of communication which they exercise to reach satisfactory wage and conditions agreements.

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# Optimism may be short-lived

BY INTERNATIONAL comparison the Dutch economy is in a healthy state. Inflation is low (lower in fact than its main trading partner West Germany), while recent surveys of business opinion have been moderately optimistic.

Private economists are also reasonably positive, with one merchant bank reporting to "a mixed economic picture with friendly undertones" in its latest review of the economy. The Central Bank, too, in its most recent quarterly report, discerned an improvement in sales and investment by industry.

Set against these hopeful signs is the latest macroeconomic forecast, produced by the Central Planning Office, which shows a negative trend in many of the economic data. The planning office, which is the main Government forecasting agency, has also warned that the full impact of this year's oil price increases by Dutch economy.

Clouds are gathering on the labour front with little prospect of a centrally-negotiated wage accord for 1980 and every indication that employers and unions are further apart than they have been for some time.

### Signs

All the signs are that the Dutch economy is marking time, making forecasting difficult and dividing the experts. While some indicators and commentators point to an improvement in a basically sound economy, others suggest that the Netherlands is about to be faced with the bill for living above its means.

The fullest and most up-to-date economic information came in the planning office's macro-economic review, which was presented along with the Government's budget proposals, in September. This foresees a rise of about 2.75 per cent in gross national product this year. While this is an improvement on the two per cent growth rate last year, the increase in 1980 will again be lower, at 2.5 per cent.

This sluggish rate of growth is not a Dutch problem alone, although the high level of welfare benefits in the Netherlands has meant the struggle over distributing the limited increase in wealth has become particularly fierce. The leader of the largest employers' organisation, Dr. Jelle Zijlstra, president of the Netherlands Central Bank, warned in his 1978 annual report that the public sector and private consumption were continuing to absorb too much of the nation's wealth, while industry was investing too little to expand and create new jobs. The Central Planning Office's figures show little change in these unhealthy ratios.

While the rate of growth of private spending is expected to decline slightly - to 2.5 per cent this year and two per cent in 1980, there will be no increase in the real rate of industrial investment in either year.

The trade picture shows a slight improvement after several

### THE ECONOMY

CHARLES BATCHELOR

Mr. Chris van Veen of the VNO, has accused the Government of allowing the public sector to absorb all and more of the growth in the Dutch economy this year.

The unions for their part distrust the Government's promise to maintain the purchasing power of the lower-paid workers - those earning up to F1 32,000 (F16,000) a year - and of those on social security.

Reducing the growth rate of public spending has been the declared policy of the past two governments, but it is proving extremely difficult. Meanwhile, a series of unsuccessful strikes has soured relations between the unions and employers.

Little mention was made

during the presentation of next year's budget estimates in September of the "Blueprint 81" plan, launched by the Government in June, 1978. The aim of this plan was to keep F1 10bn (F5bn) off public spending over three years, allow more room to the private sector and reduce the Government's borrowing requirement.

Next year's budget, however, lays more emphasis on spending programmes - worth F1 2bn - aimed at creating 10,000 to 15,000 more Government jobs, oiling the creaking mechanism of the labour market, and encouraging industry to invest. This will be done even at the cost of maintaining unacceptable high levels of Government borrowing.

Dr. Jelle Zijlstra, president of the Netherlands Central Bank, warned in his 1978 annual report that the public sector and private consumption were continuing to absorb too much of the nation's wealth, while industry was investing too little to expand and create new jobs. The Central Planning Office's figures show little change in these unhealthy ratios.

While the rate of growth of private spending is expected to decline slightly - to 2.5 per cent this year and two per cent in 1980, there will be no increase in the real rate of industrial investment in either year.

The trade picture shows a slight improvement after several

years in which the Netherlands has been priced out of world markets. The volume of Dutch exports is expected to rise 9 per cent this year, compared with a seven per cent growth in world trade. Export growth will fall sharply next year - to only four per cent - but world trade will also only expand at this rate.

Happily, imports are only expected to grow at just over half the rate of exports this year and next.

High wage costs and the strength of the Dutch guilder are blamed by exporters for the loss of competitiveness on foreign markets. The central bank has nevertheless pursued a policy of encouraging a firm guilder since, it argues, higher import prices would only boost inflation in the open Dutch economy, where wages are automatically adjusted to take account of price rises.

The September re-adjustment of parities within the European Monetary System, under which the German mark was revalued

by two per cent against most of the other member currencies, brought about a devaluation of the guilder against the Netherlands' largest trading partner. The subsequent publication of the central bank's advice to the Government shows it was extremely reluctant to accept this realignment.

If the central bank's fears are realised then inflation, which is forecast to speed up again this year after several years of decline, will rise even faster. The price index is expected to rise by 4.8 per cent in 1979 and 5.5-6 per cent next year. Wage costs too are on the increase after slowing down in recent years.

The major failure of Government strategies has been the inability to bring down the high levels of unemployment. Programmes aimed at stimulating investment have been revised though inevitably they will not lead to any immediate increase in the number of jobs available. More than most countries, the Netherlands, with its high wage costs, cannot afford to invest in labour intensive schemes. New investment tends to lead to a reduction of jobs, at least in the short-term.

Around 210,000 people are now out of work and no reduction in this figure is expected

### ECONOMIC STATISTICS

	Percentages	1978	1979
Gross national product .....	+2	+2.5	+2.5
Cost of living .....	+4	+4.5	+4.5
Wage costs .....	+7.25	+6.5-7	+6.5
Volume private consumption ..	+3.8	+2.5	+2
Volume company investment ..	+5	0	-1
Exports by volume .....	+3	+2	+2
Imports by volume .....	+6	+5	+5
Unemployment totals .....		206,000	210,000
Balance of payments current account (F1 bn) .....	-1.9	0	+1

next year. The Government's optimistic plans to reduce unemployment to 150,000 in 1981 have had to be abandoned. Against this high level of unemployment - representing 5 per cent of the working population - about 70,000 unfilled vacancies have been reported by industry.

One area of success has been the country's external payments position. After running sizable balances of payments surpluses throughout the 1970s, the Netherlands slipped into the red on its current account in

1978. The slight increase in the visible trade surplus and the surplus on invisibles mean that the account is expected to be back in balance this year while a surplus of F1 billion (\$500m) is forecast for 1980.

In his review of the economy presented in May, Dr. Zijlstra expressed confidence in the recovery in prosperity if industry could cut its costs and the Government could reduce public spending. Six months later, little progress has been made towards achieving either of these targets.

# This year's hottest political issue

### DEFENCE POLICY

REGINALD DALE

DEFENCE POLICY has provided the hottest political issue in the Netherlands as 1979 draws to a close. The question at stake is how far, and under what conditions, the Dutch are to participate in now well-advanced NATO plans to modernise the Alliance's so-called Theatre Nuclear Forces (TNF) in Western Europe. The case for participation is that the public sector and private consumption were continuing to absorb too much of the nation's wealth, while industry was investing too little to expand and create new jobs. The Central Planning Office's figures show little change in these unhealthy ratios.

The NATO short-hand for the proposed operation, "TNF modernisation," is something of a euphemism. It is true that some of the West's medium-range nuclear systems in Europe, such as the British Vulcan bomber, are obsolescent and will soon need replacing simply to maintain the status quo. But the "modernisation" now envisaged would also imply a qualitative change in the nature of NATO's nuclear forces. It would mean that American nuclear missiles capable of reaching the Soviet Union would, for the first time, be deployed on the continent of Western Europe.

U.S. and NATO defence planners would like to base new intermediate-range Pershing 2 missiles in West Germany and ground-launched Cruise missiles in Belgium, the Netherlands and Italy, as well as the UK. They are anxiously watching the Dutch - widely regarded as the weakest link in the chain - to see how the Netherlands responds to what is arguably the most important test the Alliance has faced in 20 years.

Many Dutch strategic and foreign policy experts accept the military arguments in favour of the move, which is essentially intended to counter the new threat to Western Europe posed by the massive build-up of the Soviet medium-range nuclear arsenal. With its SS-20 mobile missile and its Backfire bomber, Moscow can launch a nuclear strike anywhere in Western Europe with pinpoint accuracy. The West has no equivalent weapons.

An argument circulating in the Labour Party, the main party of opposition, has it that there must be an end to the constant matching of new weapons systems on one side by the new threat to Western Europe.

The suggestion is that a catalogue

of new missiles - if it can be established to begin a bargaining process aimed at their reduction. Even if a need is finally established to strengthen the West's nuclear forces, no decision should be taken until all possible avenues of arms control have first been explored.

As for the NATO solidarity argument, the Netherlands did not surrender the right to make up its own mind when it joined the Alliance. It is maintained that the wide espousal of these, or similar, views has put the Centre-right Government of Mr. Dries van Agt into an extremely tight corner. There is as yet no formal Government position, but for a number of reasons, it would like to proceed with the new missiles - if it can. It has constantly pledged to co-operate closely with the other Western Allies. (It is among those NATO Governments that have implemented Alliance plans for annual 3 per cent increases in defence spending in real terms.) It has made defence a high policy priority and it accepts the strategic case for "modernisation." But it could very easily be voted out of office if it plays its cards wrong.

While the junior coalition partner, the right-wing Liberals (VVD) are solidly in favour, the CDA could not necessarily count on support of all its members if it were to come to the crunch in Parliament. A debate in the Second Chamber last month ended inconclusively, with neither of the two main motions on the floor (one CDA, one Labour) being carried. But it is clear that the Government is now committed to going back to Parliament, initially via the Foreign Affairs and Defence Committees, at least twice in the coming months. It will almost certainly be able to agree to no more than a "preliminary" decision.

CONTINUED ON NEXT PAGE

### Opposition

Nevertheless, Labour opposition to the new missiles has not been quite as virulent as their advocates once feared. One reason for this: almost certainly stems from a recent visit by a number of senior Labour Party leaders to Bonn, where they are thought to have been told firmly by their Social Democratic colleagues that West Germany wants Dutch support. The Bonn Government has said that it is prepared to accept the missiles on West German soil - but only if at least one other continental European country does so, too. Italy and Belgium are likely to go along with the decision, but could have second thoughts if the Dutch drop out.

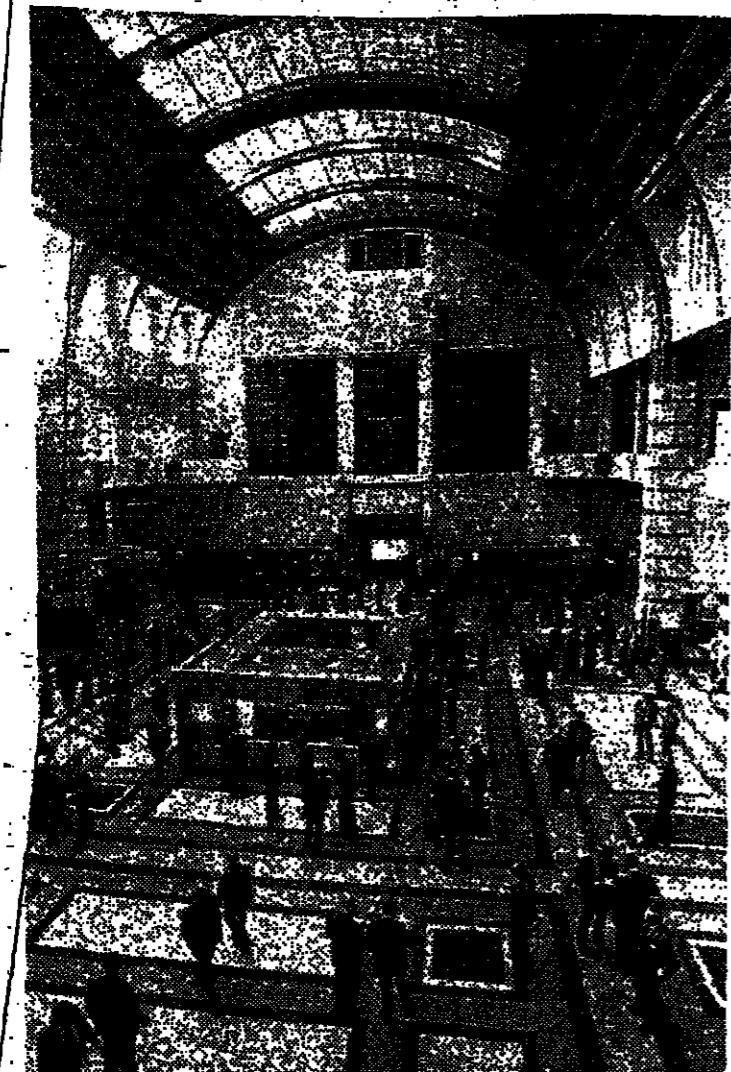
The second factor was a visit to Moscow by Mr. Max van der Stoel, the respected former Labour Foreign Minister, who arrived on the eve of President Brezhnev's latest Berlin "peace initiative." Despite President Brezhnev's offer of progress on East-West new arms control, Mr. van der Stoel reported back to The Hague that he found no evidence of Soviet willingness to make real concessions.

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Amsterdam Stock Exchange

## Political issue

CONTINUED FROM PREVIOUS PAGE

more generally, while the long nuclear weapons were discontinued, initiative has had to be taken in the Netherlands. The Government, for its part, is firm in its insistence that its anti-nuclear policies, particularly among the middle class, have not had the impact the Soviet leader was probably seeking. Few, if any, politicians have markedly changed their position on the new missiles as a result. This, admittedly, is at least partly because Labour Party policy was already leaning towards the Brezhnev line.

### Aims

The gap between the Centre-Right Government and the opposition Left is in any case not as great as it might be. Labour Party spokesmen say they can imagine circumstances in which it might be appropriate to station the new weapons on Dutch soil—particularly if exist-

indeed, the aim should be to reduce them.

Here, possibly, lies a hint as to one way through the Dutch TNF jungle. Opposition to the new missiles might be lessened if at the same time the number of the Netherlands' existing nuclear tasks in the Alliance could be reduced. The Dutch armed forces share between them six possible nuclear roles in wartime, ranging from the operation of Lance missiles to anti-submarine nuclear devices.

But it is also Government policy not to take unilateral decisions on such matters without consulting the Allies. If it were to use these tactics to carry the day, the Government would have to convince both NATO and its own supporters in Parliament that such a solution was acceptable.

Non-life premiums have continued to widen the margin by which the returns on invested premiums outstrip the prevailing level of Dutch inflation.

By far the largest of the Dutch insurance companies is Nationale Nederlanden which controls something like 20 per cent of the life market in Holland and more than a tenth of the accident business. Last year Nationale Nederlanden took 38 per cent of its total revenue in the form of life premiums which compares with 33 per cent at Ennia and 42 per cent for Amer-

Nationale Nederlanden accounted for 31 per cent of total revenue at both Nationale Nederlanden and Ennia with investment income contributing 24 per cent and 33 per cent respectively. At Amey, non-life premiums represented 27 per cent of revenue last year while

## BANKING/INSURANCE

JEFFREY BROWN

this year, Nationale Nederlanden and Ennia, two of the three major insurance groups in Holland, increased their net earnings by a quarter and a fifth respectively. Amey, which completed the trio and is more heavily orientated towards life insurance, showed a 7 per cent improvement.

The banks, on the other hand, are already beginning to feel the pinch as the high cost of money keeps customers at bay. Holland's ten major commercial banks could only manage assets growth of 2 per cent over the first half of 1979, compared to annual rises of a fifth or more in each of the four previous years.

The stock market performances of the two sectors reflect this state of affairs. Over the past 12 months the Amsterdam bourse has made little or no overall progress with bank shares showing gains of around 5 per cent. In contrast, the insurance share indices are something like a sixth higher than they were a year ago.

During the first six months of

investment income chipped in 28 per cent.

Generally speaking, Dutch insurance companies are not prominent in reinsurance markets. The exception is Nationale Nederlanden where premiums from this class of business accounted for 8 per cent of total 1978 revenue.

### Search

In recent years, Nationale Nederlanden has turned increasingly away from Holland in the search for new business, notably to North America. The acquisition earlier this year of the insurance group, Georgia Life, was a noticeably decisive step to expand in the U.S. where the Dutch group already had a revenue base worth 15 per cent of the total.

Nonetheless, the acquisition of Georgia Life represents a major swallowing act on the part of Nationale Nederlanden. The Atlanta-based company cost \$330m and brings with it around 134 service offices spread through 11 states in the southern region of the U.S., plus 2,750 agents and a full-time staff of 7,450. The deal lifts to around 40 per cent the international contribution to total revenues at Nationale Nederlanden.

Other insurance groups in Holland include the British-owned Delta-Lloyd (which became part of the Commercial Union group in 1973), as well as companies such as AGO and Amfias. The latter's profits have continued to maintain their enviable growth record with this year's first half gains extending to 14 per cent at the net after tax level.

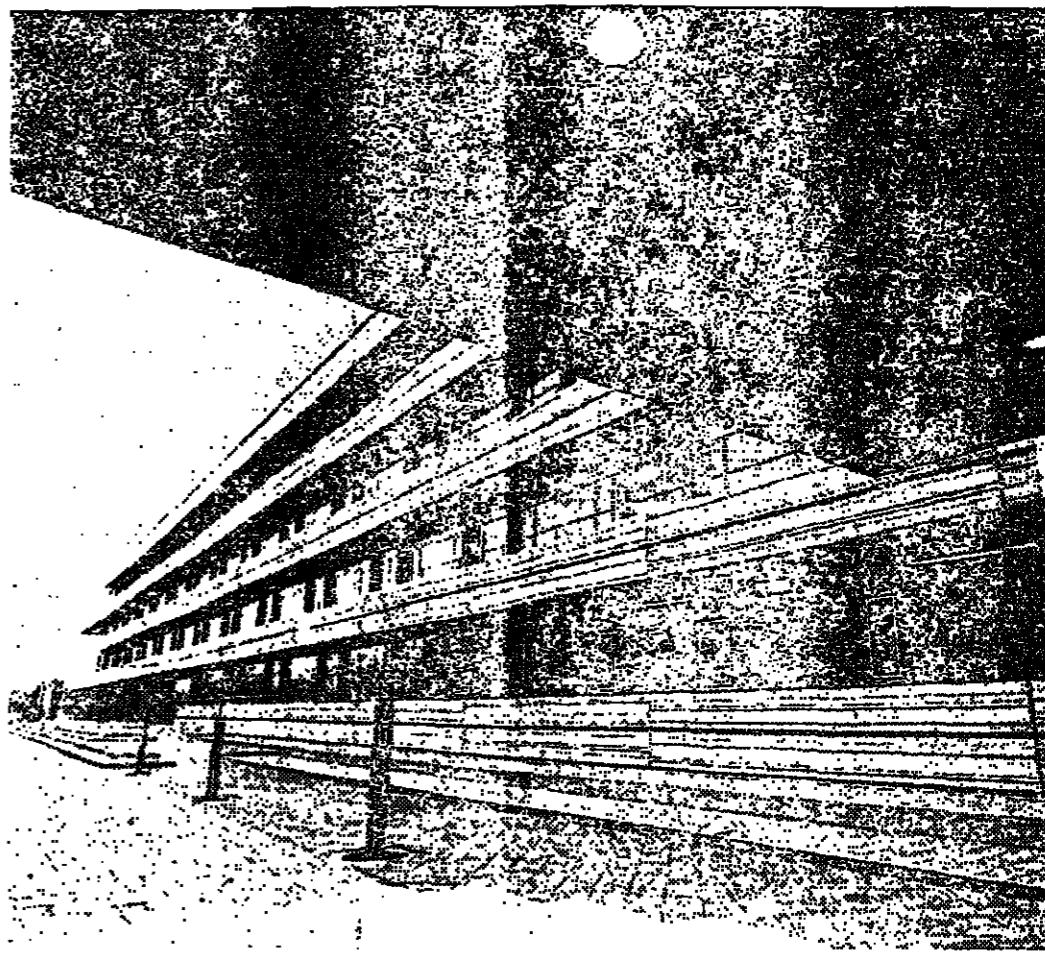
Among the banking community 1979 profits show every sign of being mixed. The first half growth patterns among the big three commercial banks, Amsterdam, Rotterdam Bank, Algemene Bank Nederland and Middenstandsbank, have varied widely. And so have their respective thoughts about the outlook for the rest of this year.

NMB managed to roar ahead by 34 per cent after tax for the opening six months of 1979 but hinted at an effective downturn in the second half. Amro grew by 15 per cent to the end of June and forecast modest growth overall, while ABN—with just 6% per cent first half gains under its belt—spoke darkly about future uncertainties.

Quite clearly the strong trading patterns of 1978 are starting to go into reverse for the banks. Last year lending by the commercial banks to the private sector rose by 22 per cent, with both Amro and NMB outstripping this average by a very comfortable margin. The former increased advances by 24 per cent, with NMB lifting lending by a full 28 per cent.

No official figures are available for bank lending in 1979, but to judge by the slow growth of assets over the first six months, advances are starting

The Finance Ministry, at The Hague



ings growth last year just crept into double figures with a gain of 12 per cent at the net level. But Rabobank managed to lift its assets base at a pace that would not have disgraced the more aggressive commercial banks.

Rabobank's balance sheet total at the end of 1978 was a full 21 per cent larger at Fls 74.2bn. Rabobank may be traditionally linked to the market for farm finance and household accounts but today it is clearly bent on becoming an international banking operation.

In terms of international thrust, ABN is probably the most active among the major banks, at present. Around two-fifths of its earnings arise outside Holland, although its proportion of non-Dutch assets is lower. At the close of last year, ABN's foreign assets base represented something like 30 per cent of the group total.

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## THE NETHERLANDS VI

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It has a population, however, of about 14 million people, of whom 5 million are actually working. Only six percent of these working inhabitants are, in fact, fishermen or farmers, whereas more than sixty percent of them work in much more interesting sectors: trade, services and industry. Which is a much higher percentage than in most other European countries.

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# City's major plan for renewal

## ROTTERDAM

CHARLES BATCHELOR



Rotterdam's waterfront

THE IMAGE of the city of Rotterdam tends to be dominated by its port, the largest in the world and twice the size of its nearest rival, Kobe in Japan. While the port functions as an important motor for the economy of the city, and indeed for the country as a whole, it is only one part of the life of the Netherlands' second city.

The 600,000 Rotterdammers have the reputation for being hard workers. Shirts sold in the city's stores come with their sleeves already rolled up, according to one popular Dutch cabaret artist.

The desire to rebuild the city and its industries after the disastrous bombing raid which destroyed much of the centre and heralded the German invasion in 1940 meant that little attention could be paid to the finer aspects of re-establishing the city's character. The small-scale townscapes which made Amsterdam, Leiden and parts of the Hague so attractive was lost.

The famous waterfront statue by Ossip Zadkine which depicts Rotterdam as a man without a heart crying to the sky is remarkably apt. Nevertheless, while Rotterdam has its critics, it avoided the worst mistakes of post-war rebuilding which have made some cities such soulless places.

Rotterdam has now started a 10-year-plan to tackle the problems of a declining population and decaying inner city areas. Alongside the restructuring of patterns of housing, shopping and work, it is also making efforts to bring some life back to the dead evening streets.

It has set aside 11 districts within the motorways that encircle the town centre as priority areas where new houses will replace those which are past saving, others will be renovated, green spaces will be laid out and schools will be built. Efforts will be made to retain businesses in the city centre provided they are compatible with the nearby housing.

### Scale

The size of the problem is shown by the fact that the 11 urban renewal areas contain 25 per cent of the city's housing stock, 60,000 of the 240,000 homes. They include nearly 7,000 firms, mostly small to medium-sized businesses, which employ 60,000 people. While 45 per cent are classified as retail outlets, 17 per cent are industrial or craft premises, 10 per cent are offices or wholesale concerns and 24 per cent are involved in transport and storage.

The present planning is for 15 per cent, or about 95 firms, to be moved, either because they create a nuisance, they make insufficient use of the available land giving a district a rundown look, or they represent an obstacle to new development in the form of housing, open spaces or other amenities. The relocation of these firms will cost hundreds of millions of guilders.

Housing, too, is an important element in the plan. A popular

area of 558,000 in the central area of Rotterdam (within the motorway box) declined by 98,000 inhabitants in the seven years to 1975. Most of those moving out were families with small children, leaving behind the elderly, foreign workers and childless couples. Strict zoning has been applied to curb the growth of offices and increase the density of housing in existing residential areas. The number of dwellings will continue to decline until 1988, with demolitions exceeding new building by more than 9,000.

The move of the port westward towards the sea as the new deepwater basins have been developed has left many of the old port areas in a derelict state. These are now being given over to housing, with the advantage of attractive waterside sites.

Apart from the planned construction of more than 1m sq ft of office space near the central station, the city will not provide any sites for new office building until at least 1983.

The large number of offices have been blamed for the city's lack of night life. However, recent development, which is expected to lead to the building of more office space in the city centre, is the opening of the Rotterdam World Trade Centre.

The present planning is for 15 per cent, or about 95 firms, to be moved, either because they create a nuisance, they make insufficient use of the available land giving a district a rundown look, or they represent an obstacle to new development in the form of housing, open spaces or other amenities. The relocation of these firms will cost hundreds of millions of guilders.

This led to what has become known as the 'Kruwel Affair' in 1976 when a West German consortium of that name had planned to build an iron ore pelletisation plant, after two years of preparatory work. The steel companies involved finally lost patience with the conflicting environmental demands of the

various layers of authority involved in the decision.

A further indication that the energy and confidence which had made Rotterdam from a prosperous city it is, had faded somewhat was the loss of liquefied natural gas (LPG) terminal to the tiny port of Eemshaven on the northern coast of the Netherlands. While the need to create jobs in depressed areas of the country was a major reason for the decision by the government, Rotterdam for too long assumed it was the automatic choice of the terminal.

If anything, this was a great blow to the city, striking a blow to its energy port Europe. More than half of tonnage handled by the port, while coal is also transhipped in large quantities.

The authorities are more positive towards plans for a Fl 350m (\$175m) liquefied petroleum gas (LPG) terminal which has been proposed by British Petroleum and the Royal Dutch Shell group. The two companies want to build a new harbour for LPG tankers of up to 75,000 cubic metres with 150,000 cubic metres of storage tank capacity.

Last year saw a further fall in the total tonnage handled by the port, by 3.6 per cent to 270m tonnes. This followed a decline of 2.7 per cent in 1978 and was well below the peak of 309m tonnes reached in 1973. However, a continuing decline in the volumes of mineral oil handled - by 20m tonnes to 156m tonnes - disguised an improvement in most other areas in 1979.

### Success

Ore handling was up - to 36m tonnes from 31m - while the volumes of chemical products, coal, animal feeds, metals and oil seeds also increased. The amount of grain transhipped continued to decline, to 6m tonnes from 7m in 1978 and 10m the year before. Containers are still the success story of the port with tonnage increasing to 9.1m from 7.5m and imports exceeding the 1m mark for the first time, compared with 900,000 the year before.

The harbour employers organisation expects a further improvement in the non-oil sectors this year, and even oil volumes were up in the first three months of 1979.

Despite Rotterdam's dominating position in the Hamburg-Havre range of ports, it accounted for 46 per cent of the nine north-west European ports' total tonnage last year. Competition is tough. It is now proposing a Fl 1bn (\$500m) package of measures to modernise its radar system, deepen its approaches, expand container and oil terminals.

Both port and city will be undertaking substantial renewals programmes in the years ahead. Rotterdam is putting a lot of effort into making itself a better place in which both to live and work.

## Lively debate ahead on nuclear issue

### ENERGY

CHARLES BATCHELOR

LEAKS developed in the steam transmission system. Coming as soon after the near-disaster at the Three Mile Island power station in the U.S., this event emphasised the sensitivity of the nuclear question.

Although the need for additional nuclear power stations is only likely to become pressing in the 1980s, the long lead times of the nuclear construction industry mean a definite decision must be made within the next two to three years, of which two years will be taken up in the public debate. The Government has stressed that whatever may come out of this debate the final responsibility for policy lies with the Cabinet and with Parliament.

With no party in Parliament actively in favour of nuclear power - although the scientific advisory group of the Right-wing Liberal Party recently made a positive report - the Government is likely to have difficulty in persuading Parliament. The two Government parties - the Christian Democrats and the Liberals - have been lukewarm while the largest party in Parliament, the Socialists, are strongly opposed.

The only two plants at present in operation are a 450 MW pressurised water reactor at Borssele in the south-west of the country and a 50 MW experimental reactor at Delft, near Nijmegen. The Borssele reactor was shut down twice within the space of a few months, earlier this year, after

and provide an alternative to coal, which is also expected to grow rapidly in importance as a fuel. Until the late 1980s the Netherlands will have excess electricity generating capacity but thereafter additional plant must be built.

### Switch

In the medium-term, power stations will switch from gas to oil and coal. This will lead to an increase in the contribution of oil to primary energy requirements - from 41 per cent in 1978 to around 45 per cent this year and 57 per cent in 2000. The sharp rise in the price of oil and the danger that it can be used to apply political pressure by the members of OPEC makes this an unwelcome development. But it is unavoidable until coal and possibly nuclear energy can take up the energy burden.

While nuclear power brings with it enormous environmental problems, coal is without its drawbacks. Increased oil burning would add substantially to air pollution. It is bulky to transport and the disposal of waste would not be an easy matter.

Nuclear power would therefore be an extremely uneconomical addition to the range of fuels open to the Dutch Government, despite its well publicised disadvantages, according to Mr Willem Tielman, director of energy at the Economics Ministry.

A decision against nuclear power by the public and Parliament would do little to ease the time pressure under which the Government is working. Planning for a large number of coal-fired power stations and for handling facilities at ports and rail heads would also take time.

At this early stage in the nuclear debate no decision has been taken on the type of nuclear power stations which would be built. The Netherlands has experience of the light water type at Borssele, but it is also watching closely the development of the Canadian Candu heavy water type and the high-temperature gas-cooled type made by the General Atomic Company.

A choice of coal would do little to reduce the Netherlands dependence on imported fuels. But since the country depends so much on foreign suppliers for a wide range of products, this element of risk just has to be accepted. The twin disadvantages of the OPEC price cartel and the concentration of supplies in one area, the Middle East, do not apply to coal. The Netherlands imports its coal from a number of sources, including Australia, South America, the U.S., Canada and Poland. A contract for the annual supply of 600,000 tonnes of Polish

CONTINUED ON NEXT PAGE

# Serious disruptions are feared

THE CHANCE of further social upheavals in the Netherlands is great. The moderation of the unions, which over the last few years has been a significant factor in containing the growth of wage costs and inflation, appears to have come to an end.

This autumn social strife started with prolonged dock strikes in Rotterdam, the world's busiest port, and in parts of the petro-chemical industry, where industrial action concentrated on Shell's oil and chemical operations.

The dockers' strike, over increased pay, was unofficial because the port's labour contract between union and employers had been settled already. The petro-chemical strike, over a demand for a 38-hour working week and five-shift working, was declared official.

The problems in the port—the tugmen's strike, which had sparked off the dock strike, ended after the men received a lump sum from "external sources," though none of their demands were met—and in the petro-chemical industry are more or less solved.

However, a bout of strikes in the meat processing industry had ended with a complete victory for the strikers. When some companies offered bonuses on top of the recently-agreed rates to attract badly-needed staff, workers at other plants downed tools in support of a demand for the same increased

## Fears

But observers of the industrial scene appear certain that this is only the start of greater problems which could seriously affect the country's traditionally harmonious industrial relations. The chance that the talks on the new wage contracts for 1980 will succeed without any strikes does not seem very great.

Central point in the discussions will be the policy of wage restraint. Ever since the oil crisis of 1973, the respective Dutch governments have pinned their hopes on wage restraint in order to improve the position of Dutch industry.

The Dutch economy, which is for over 50 per cent dependent on exports for prosperity, was at that time losing ground in most foreign markets. The relative strength of the guilder on the international exchange markets was partly responsible for this development, and so was the high level of wage costs.

The worst thing was that the country's most important trading partner, West Germany, managed to keep inflation at a much lower rate than The Netherlands. A deteriorating balance of payments, notwithstanding the huge revenue from natural gas exports, was the result. Almost anyone at that time believed that wage re-

straint would provide the solution to the problems.

The trade unions so far have co-operated with this policy. In return for their co-operation they asked for some reforms in the social field. They concentrated on two demands. First there is the question of greater worker participation in management and second that of sharing the extra profits companies make as the result of wage restraint.

The last item, called the vermogensaanswesselingsregeling ("the VAD"), was one of the so-called social reform plans conceived by the former Socialist Prime Minister, Mr. Joop den Uyl. He succeeded in convincing the labour movement, and in the first place the dominant Socialist trade union, FNV, that with this profit-sharing system wage restraint would not lead to "unreasonably high" profits for the shareholders. And wage restraint, he added, would lead to more jobs.

Mr. Den Uyl's government fell, however, before the Bill had passed Parliament. The ruling Right-of-Centre coalition has been unable so far to agree on a new— for the Right-wing more acceptable excess profit-sharing Bill. This is one of the key arguments why the main labour movement has said it will not for much longer accept wage moderation. Its argument is that in a lot of industries the profits are now high enough again.

Behind that argument lies a more fundamental problem. The reason for need for wage restraint and for plans for economic recovery, which was the basis of the Government's Blueprint '81 programme, is the still very high unemployment rate. There are more than 260,000 registered unemployed in the Netherlands and this figure would be significantly higher if "hidden" unemployment were added.

A great number of the unemployed are not included in the figure because they are paid by social security funds other than the unemployment fund (for example the disability fund). Moving redundant workers into disability schemes is financially attractive for both employers and employees.

But besides the problem of the estimated more than 150,000 "hidden" unemployed, there is also the difficulty that despite the many out of work, many employers seem unable to get the quantity and quality of people they want. In several sectors of the Dutch economy there is a serious shortage of skilled workers.

In the building and metal industries, employers have even been forced to recruit in England to fill vacancies.

The result is that wages in the sectors where the shortages are most severe—and these are

## LABOUR RELATIONS

GERARD DRIEHUIS AND  
MICHAEL VAN OS

by no means necessarily the strongest industries—have been forced up. Employers appear to have no alternative, although they are aware that they are infringing upon the terms of the agreed wage agreements, which is illegal.

An increasing number of workers in these sectors, but also elsewhere, do not believe in the necessity of wage restraint any more, seeing that in some places high wages are offered to fulfil the vacant places. They are pressing their union to take a firmer stand on the wage front than they did in recent years.

Dr. Willem Albeda, Minister of Social Affairs, who has a union background himself, repeatedly stresses the need for continued pay restraint. But he added at a meeting: "If one sees that it is often so difficult to fill vacancies that employers in some cases buy away each

(1.08m members) but also the much smaller and less militant CNV (0.3m), which is Christian Democrat-oriented trade union, has expressed its intention of taking a firmer stand on the wages front than it has in the last few years.

The government, on the other hand, thinks that it is necessary to maintain wage restraint "in a very few industries profits have indeed recovered more or less, but in most of them the situation continues to be very gloomy," the Prime Minister, Mr. Dries Van Agt, said. His budget for 1980 is therefore based on the supposition that real wages will show only a very moderate growth.

Above the average wage of Fl 32,500 before tax (£8,000) the real wage will even decrease. If the plans of the government are carried out. And Mr. Van Agt has made it very clear that additional compensatory measures will be carried out if the social partners will agree upon higher wages.

Meanwhile, Mr. Wim Kok, leader of the largest trade union, FNV, has already announced that his organisation will seek wage increases from the stronger companies this winter. "If the employers themselves don't stick to the guidelines of wage restraint, why should we?" Mr. Kok asked.

Not only the socialist FNV

fact that only few believe that their moderation in wage demands will really help to improve the economic situation and so increase employment.

In the background of this problem of the necessity of wage restraint is the discussion on the social security system.

The reason for the wage restraint is that the very little economic growth that exists is absorbed almost entirely by the public sector. Most of it is paid out as welfare benefits. The employers want the private sector to be stimulated and think it about time to put a stop to the growth of the payments under the social security laws.

## Problem

Mr. Chris van Veen, leader of the biggest employers' organisation, VNO, said recently: "The rank and file of the unions have more than enough of the endless solidarity of the trade union leaders with the people who live off social security. The workers see that it is possible to get virtually the same pay without doing any work. This is the real problem. The social security system is getting out of control."

He added at another meeting, discussing the problems on the labour market: "Not only the unions, especially in the strong-

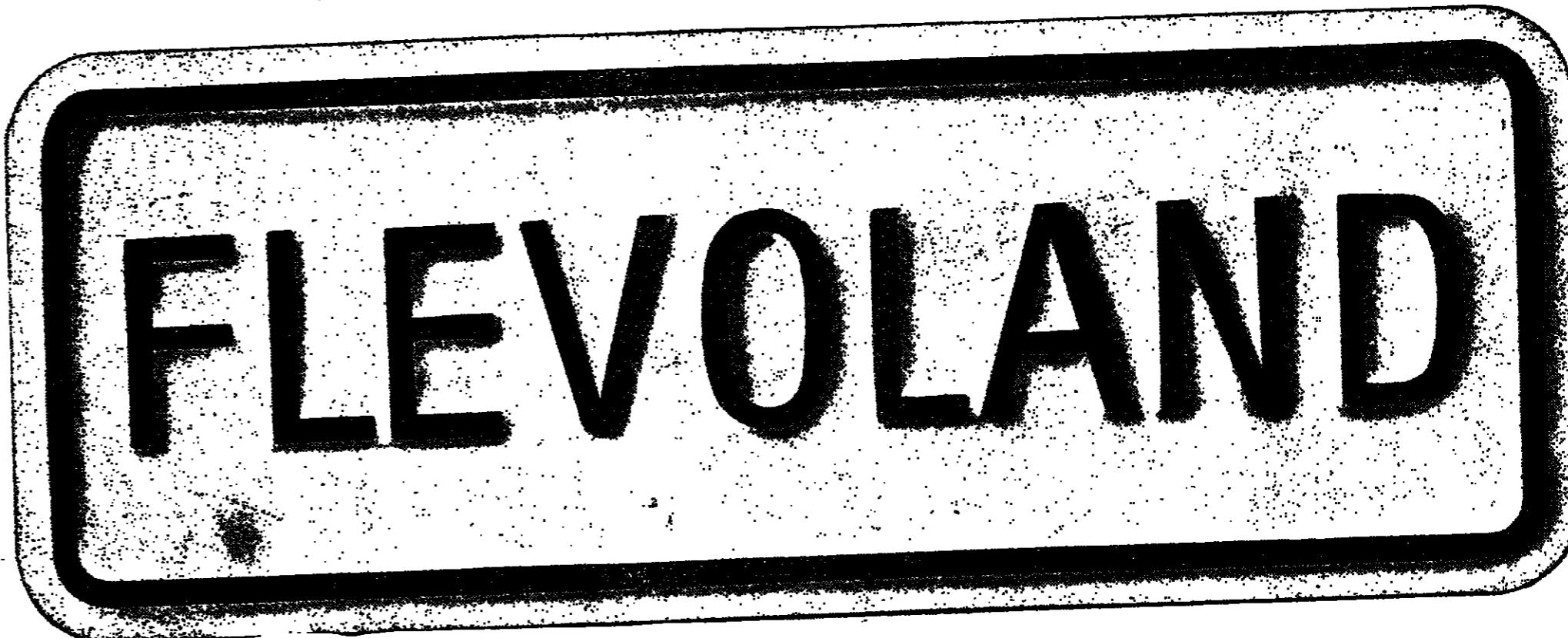
er industries. Those claims are on top of, and not in place of, the demands for a reduced working week.

Dr. Albeda said of the current discussions on the reduced working week: "Employees may well ask for more jobs but if the latter raises wage costs, the impact on corporate profitability will be negative and so will the impact on employment."

Dr. Albeda did state, however, that given workers' demands for a reduced working week, and five-shift working, the employers' worries about high absenteeism and a shortage of mobility of labour and the government's need for wage moderation, some way of reconciling all the demands in one policy could be found and that he was working on this.

The unions' hostility towards the current Right-of-Centre Cabinet is unlikely to be soothed, however. In the meantime, the unions' threatened demands for higher wages in strong industries may well be taken over in industries across the board. This, it is feared increasingly, could easily lead to industrial disputes on an un-Dutch scale.

# A new land with an ideal climate... for investment



## Nuclear debate

CONTINUED FROM PREVIOUS PAGE

steam coal over a 10-year period starting in 1980 was signed in September between a Dutch trading group and the Polish state coal company.

The subject of the Netherlands' own reserves of coal is frequently raised but the Government sees no prospect of them being exploited this century. The cost of re-opening the mines, which were closed down in the late 1960s and early 1970s, would be prohibitive. Even allowing for improvements in mining technology and the rise in energy prices generally, their exploitation would be uneconomic. The underground conversion of the coal into gas is a long-term possibility, but the seams are so deep and fragmented that even this would have to wait until long after the year 2,000.

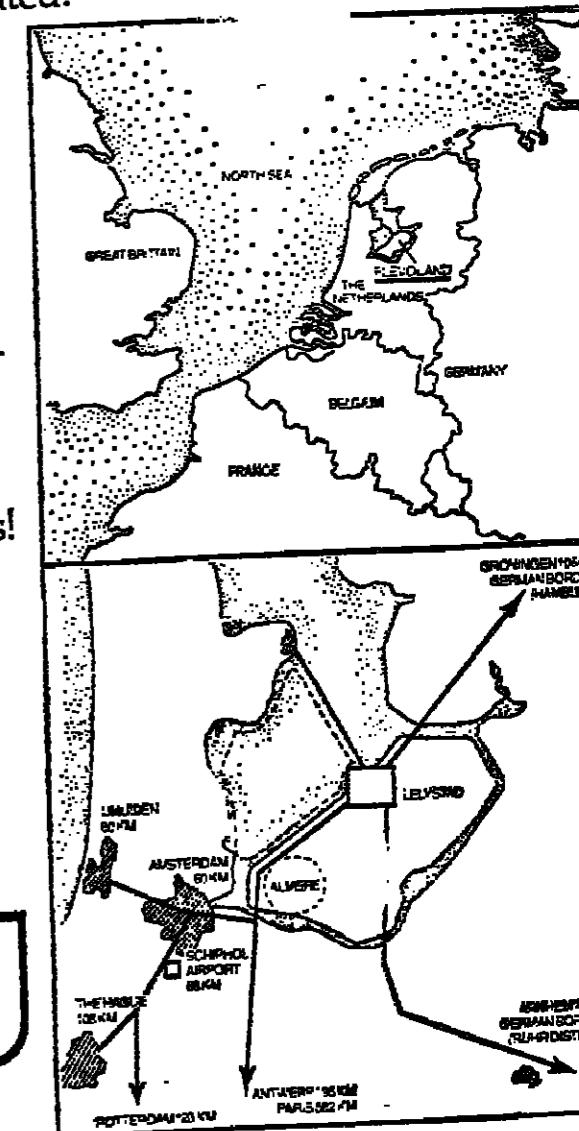
However, the Netherlands is following closely experiments being carried out in West Germany and Belgium. The gasification of imported coal is a cheaper prospect, and would offer the twin advantages of being acceptable environmentally, and of making use of the country's extensive network of gas pipelines and pumping stations.

Gas is the least controversial piece in the Dutch energy jigsaw, although accounting as it does for just over half of total primary energy supply, it remains an essential element. With no prospect of major new discoveries the emphasis is now on the best possible use of existing supplies and on increasing imports. To retain the large Slochteren field as a strategic reserve the smaller fields are being used up first.

## Reserves

Proven reserves fell by 7.9bn cubic metres last year to 1,739bn cu ms, according to the national marketing and distribution company, Gasunie. This is enough to meet expected domestic demand of 891bn cu metres up to 2003 and export obligations of 805bn cu metres and still leave a reserve of 243bn cu meters. When expected reserves—with a 50 per cent chance of actually being recovered—are taken into account, then the feed power into the local grid.

Before 1932 the heart of Holland was an inland sea formed as a result of an overwhelming flood, the St. Elisabeth's Flood, in the year 1418. Now the land has been reclaimed and forms an enormous "polder". Polder is the name given to a piece of land, which falls dry when surrounding the sea with dykes and pumping out the water. These massive 40 feet high dykes for which the Dutch are famous enclose a huge stretch of open land. In the centre of this new land, called Flevoland, Lelystad is situated. Lelystad means "Lely's town" named after the celebrated hydraulic engineer Lely, who planned the system of the great dykes and polders. Lelystad, a lively town with a young population and prosperous industries, lies in the heart of Holland at a short distance from important cities (see map). Two years ago the first pile was driven into the ground for building a completely new town: Almere. In both Lelystad and Almere there is plenty of space available. Space for people. Space for industry. Also for your enterprise. Whether it is a factory, a department store or a laboratory. We can still offer you cheap building sites and good facilities. In other words, we did the pioneering, you may reap the benefits! For detailed information, please apply to: Development Authority Lake IJssel Polders, Smedinghuis, Zuiderwagenplein 2, 8224 AD LELYSTAD, The Netherlands. Tel: 010 - 313200 - 92222, ask for Mr. H. Hoekstra or Mr. P.A. Reynders.



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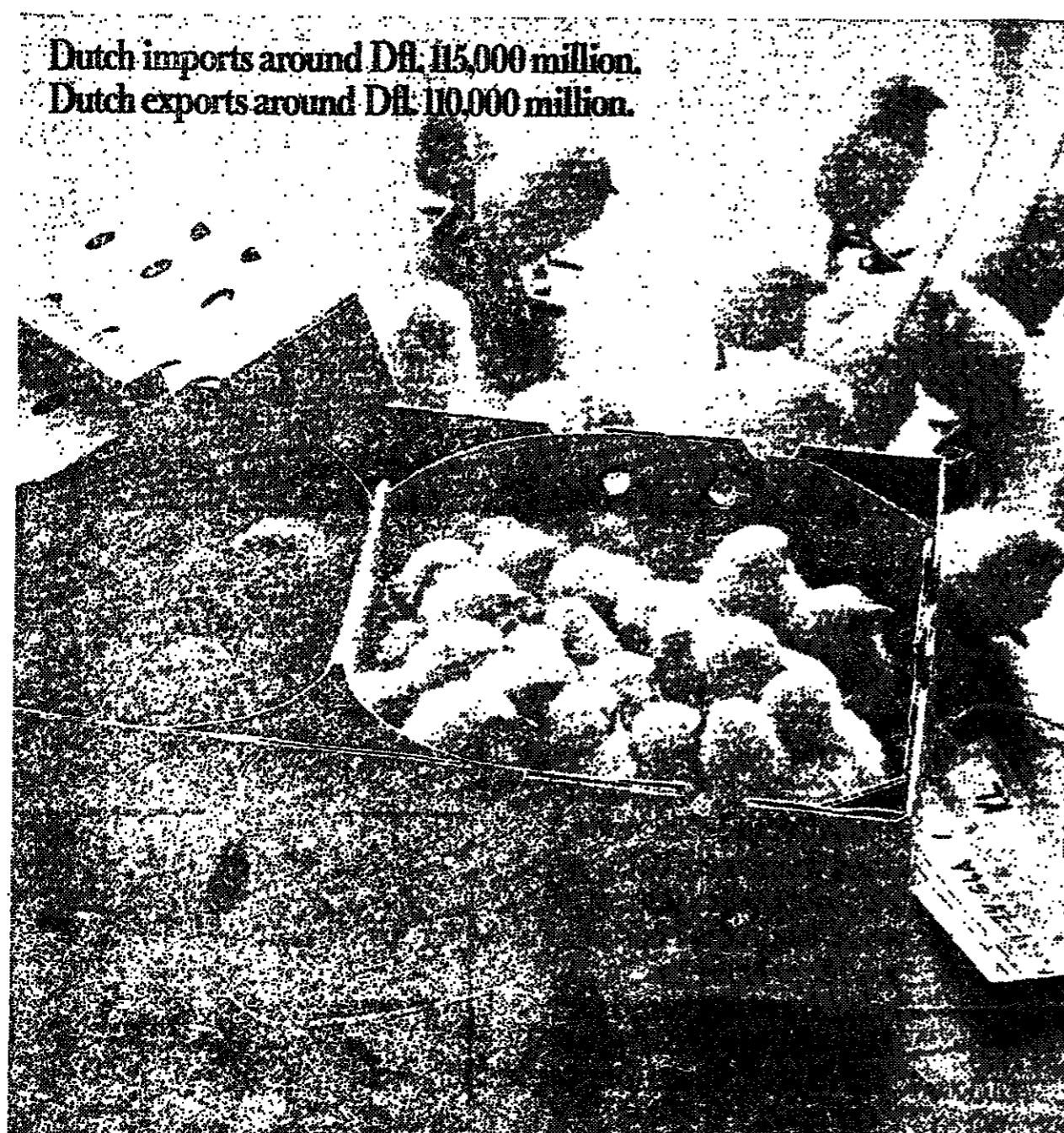
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## THE NETHERLANDS VIII

# Some prominent personalities

PROFILES BY CHARLES BATCHELOR



Gijs van  
Aardenne

WHEN Prime Minister Dries van Agt named his cabinet, nearly two years ago, he promised they would be a "hard-working, unpretentious crew," setting the tone for his Government's low-key approach. In Gijs van Aardenne, his Minister of Economic Affairs, he has found perhaps the personification of this idea.

In attempting to reverse the decline that has affected many sectors of Dutch industry in the 1970s and open up new and more promising fields, van Aardenne faces a daunting task which he is tackling with vigour. And he certainly could not be accused of pretension in his rather pedestrian presentation of his policies to parliament and the public. Even his political allies will admit that the far-reaching economic policies of the present cabinet have not been put over with the force they merit.

Van Aardenne took over the economic portfolio in December, 1977, at a time of re-evaluation and change. This had already been set in train by his predecessor Ruud Lubbers under the previous left-wing cabinet, which began to cut back on the rate of increase of public spending. The current centre-right Government understandably lays greater emphasis on the

role of the private sector in providing a stimulus for the economy.

Two areas which have kept van Aardenne particularly busy have been those of investment incentives for business and energy policy. The new investment account scheme, introduced in May, 1978, allows loss-making companies to benefit from subsidies and gives additional benefits to the regions. This has been strengthened this year by a scheme for supporting whole sectors of industry in place of merely aiding individual companies.

On the energy side van Aardenne's department is now drawing up proposals for the role of coal and nuclear power in the coming decades. The Netherlands must decide on its fuel mix now that reserves of natural gas are being used more sparingly.

Van Aardenne was born in Rotterdam in 1930. After opting for the scientific side at the local "gymnasium," he went on to study mathematics and physics at Leiden University. He then went to work for the engineering group, Pennen Bauduin, in Dordrecht, which specialises in oil and gas equipment, and between 1967 and 1971 was managing director of the company.

He became a member of the Right-wing liberal party on the municipal council of Dordrecht in 1964, eventually being appointed leader of the party on the council. Except for a break of three months in 1971, van Aardenne was a liberal party MP in parliament until his appointment as Minister for Economic Affairs.

As the only Liberal Party minister in the important social-economic-financial triangle of ministers, he is called upon to work closely with his two Christian Democratic colleagues. The fact that van Aardenne, finance minister Frans Andriessen and social affairs minister Willem Albeda are closely matched in ability plays no small part in the success of this co-operation.

In a recent assessment of the performance of the current Cabinet carried out by the weekly magazine, "Elseviers," van Aardenne emerged, in the view of other politicians, as one of the strongest ministers. His strength lies in his ability to take difficult decisions, though he lacks a flair for inspiring others.



Dirk de  
Bruyne

IT COULD convincingly be argued that Dirk de Bruyne, president of Royal Dutch Petroleum and chairman of the board of the committee of managing directors of the Royal Dutch/Shell group, is the most powerful man in the Netherlands. He presides over the third largest company in the world, with 1978 sales of Fl 101bn (\$50.5bn), a sum larger than the Fl 97bn direct spending by the Government of Shell's oil interests in Africa, he was briefly general manager of Deutsche Shell before returning to London as Director of Finance in 1970.

De Bruyne is the only one of the four Dutchmen who made up half of the committee of managing directors who is not an engineer by training. After 10 years in the financial department in the Netherlands, he went to Indonesia where he became treasurer in 1957. A series of financial appointments followed in London, The Hague and Italy as he began the traditional round of the group's world-wide operations. After three years as regional co-ordinator for the group's oil interests in Africa, he was briefly general manager of Deutsche Shell before returning to London as Director of Finance in 1970.

He became a managing director of Royal Dutch Petroleum in 1974 and president three years later. At the same time as his appointment as president in 1977, he took over the chairmanship of Shell Oil Company, the U.S. subsidiary 69 per cent owned by the group, and became a director of Shell Canada.

De Bruyne heads Royal Dutch Petroleum in no less unsettled times than his predecessor, though he does benefit from the fact that the lessons of the four-fold increases of oil prices in 1973-74 can be applied to the less steep rises of 1978. With the increasing control of the OPEC countries on the production end of the oil pipeline, Royal Dutch/Shell is seeking to develop its strong position in the retail market, he said soon after taking up his present appointment. Despite the failure of its move into nuclear power in the early 1970s, the company is continuing to diversify, developing its coal and metal interests alongside the dominating oil and gas.

The effect of price rises on the valuation of stocks and the accounting principles applied to this, as well as the impact of currency movements, are of growing consequence for oil companies' profits. At such a time a company is well-served by having a financial man at the top.

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## THE NETHERLANDS IX

## Dr. Christoph van der Klaauw

GIVING A neat twist to the truism that the Netherlands is a small country, the Dutch are fond of saying that they really need more than one Foreign Minister since their "abroad" is so large.

Two recent holders of that office, Jozef Luns and Max van der Stoel, both in their own way responded to this challenge. Luns did it with his vigorous support of campaigns such as that for British entry to the EEC. Van der Stoel with the espousal of moral issues such as human rights.

The style of the present Foreign Minister, Dr. Christoph van der Klaauw, could not be in greater contrast. A career diploma without political experience until his appointment to his present post, he represents a Government bent on taking a quieter, more pragmatic approach to foreign affairs than some of its recent predecessors.

While the fundamentals of Dutch foreign policy of the past three decades are being maintained under Van der Klaauw—support for an integrated European community, for a strong NATO and concern for the welfare of the third world—he style is more restrained. The warning finger will be wagged a little less often and a little less vigorously at a world which does not live up to Dutch expectations of it.

Born in Leiden in 1924, Van der Klaauw took the classics at the local "gymnasium" before studying history at his home town's famous university. The doctorate he

gained in 1955 was for a dissertation entitled "Political relations between the Netherlands and Belgium, 1919-1939."

He became a member of the Liberals—though he puts himself on the left of the party—which forms the right wing of the Dutch political spectrum.

He entered the foreign service in 1952 and moved up the diplomatic ladder with appointments in Budapest, Oslo and Rio de Janeiro. His postings to various embassies were interspersed with attachments to departments dealing with the affairs of NATO, the North Atlantic Council and the Organisation for European Co-operation.

Between 1970-1974 he was the Netherlands' deputy permanent representative at the United Nations in New York. After his appointment as ambassador in 1977, he became permanent representative at the UN and at other international organisations in Geneva. Later that same year he was appointed director general for European co-operation at the ministry.

Van der Klaauw is conscious that the goals he has set himself will not put him into the headlines, in the same way as his predecessors, though this does not make his aims any less important. He is working with the Economics Ministry to improve the contribution of the diplomatic service to the country's export drive. He also wants to open the service to businessmen who could take a five-year secondment to give the



Van der Klaauw



Zijlstra

## Dr. Jelle Zijlstra

FOR Dr. Jelle Zijlstra the presidency of the Dutch Central Bank is only one stage in a career which has also embraced the academic world and politics.

Nor does the 61-year-old Dr. Zijlstra take a narrowly national view of his responsibilities. He is also chairman of the managing board of the Bank for International Settlements in Basel and a governor of the IMF.

As the problems facing the Dutch economy mount, his position as chairman of the value of the guilder has made him the focus of increased attention.

Aware of his ambiguous position as an independent authority, working within the broad policies formulated by the finance ministry, his public warnings to the Government have been cautiously worded if unmistakably intent.

Dr. Zijlstra rationed his public utterances, but when he does speak his views are accorded great respect—by ministers and bankers. He weighs his words very carefully to achieve the desired nuance and effect. This, and his academic background, suggest a touch of the pedant. In fact the result is a clarity

of expression leavened with a dry humour.

Despite the tough controls over the Dutch banks, which he once referred to as "my banks," bankers praise the flexibility of the Central Bank and its appreciation that a quick decision is often called for while the bureaucratic detail can be sorted out later.

Born in the Friesian village of Oosterhierum, Jelle Zijlstra was one of five children from a farming family.

After completing his studies he decided on an academic career, but between two periods of professorships at the Free University of Amsterdam, he spent seven years as economics minister and four as finance minister. Before taking up his appointment as president of the Nederlandsche Bank in May, 1967, he was called on to form an interim cabinet in which he acted as prime minister, minister of general affairs and finance minister all at the same time. After remaining in power for just over four months he took over the post he has now held for 12 years.

The billions of guilders which threatened was averted.

The dispersal of government

## THE REGIONS

CHARLES BATCHELOR

went into building dams, roads and bridges in Zeeland after the disastrous floods of 1953 removed that province from the general regional support programme. However, the decision to shut the loss-making coal mines of South Limburg, unavoidable though it was, meant a region which had previously been promised for the north and south east of the Netherlands over the next five years.

The Central Statistics Office (CBS) moved some of its operations to Heerlen in South Limburg. More than half of the expansion of the CBS now planned will take place there and not in The Hague. The removal of the Post Office is proving more difficult and has made the planners wary of trying to prise away well-established departments with good organisational reasons for being in The Hague. The emphasis is therefore now on setting up new departments in the regions.

Studies have shown that civil servants who make the move enjoy the better quality of life in the uncrowded east while department heads can more easily find staff. The regions benefit from guaranteed jobs which will not be scrapped during a recession, which is often the case with industry. Many of the jobs moved are high-quality white collar appointments. Government services are expanding and so provide the

departments to the regions started off as an attempt to relieve pressure on The Hague, but it was soon seen as a useful stimulus for the regions. Despite the initial reluctance of the civil servants involved, some departments have made a successful move and a further 5,500 government jobs have been promised for the north and south east of the Netherlands over the next five years.

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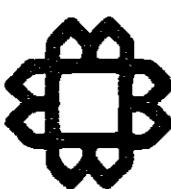
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#### Its main objectives are:

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2. the financing of property transactions by building and other loans;
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For further information, contact: Group Secretariat Westland/Utrecht Hypotheekbank, P.O. Box 10394, 1001 EJ Amsterdam, The Netherlands. Telephone: 020-263131 Telex: 16129.



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## THE NETHERLANDS X

# Hard-hit sector is now more hopeful

## SHIPBUILDING

MICHAEL VAN OS

**RELATIVE PEACE** has returned to the Dutch shipbuilding sector. All major reorganisation programmes have now been announced and are being implemented at full speed. The trade unions have been cooperative so far, and no major strike action has occurred to thwart the plans. Personnel reduction has largely been achieved through natural wastage and there have been no major redundancies.

The reorganisation will, in practice, mean that the total number of employees will be cut by an average of 30 per cent. Actual shipbuilding capacity is being cut more substantially. The percentage at companies building large-size ships is higher, elsewhere the figure will be lower. However, discussions on cutting capacity in the former sector have not yet been concluded.

As with similar schemes in Western Europe, the aim of the Dutch reorganisation programme is to stimulate the sectors that are considered to have a reasonable future, and to cut other sectors drastically where the outlook is particularly grim. What capacity remains in the 1980s, in terms of shipbuilding capacity, should be modern and competitive.

Cebosine, the Netherlands Association of Shipbuilders, said in September that it was not too optimistic about the prospects. It felt that the far-reaching State aid measures have not quite had the desired effect so that the maintenance of a reduced and restricted shipbuilding sector is assured for the future.

### Facilities

"Given a continued bad market situation, shipowners should be offered attractive financing facilities on top of the existing aid measures. As long as no binding agreements have been made on this on an international scale, the level of national aid measures will be one of the most important factors in the struggle for the scarce orders," said an association spokesman.

Cebosine stated that as far as the current reorganisation was concerned, the Netherlands has started earlier than most other countries, who are often still at the beginning of this laborious and painful process.

Just how hard Dutch shipbuilding has been hit is shown by the decline in the overall order book value of the industry over the past few years. The estimated value of orders still in hand totalled F1.95bn at the end of 1978, compared with F1.24bn at the end of 1977 and F1.26bn at the end of 1976. The Dutch share in world tonnage delivered amounted to 14, 1.7 and 1.8 per cent, respectively.

More recent figures show that in terms of gross registered tonnage, the tonnage still in port at June 30, 1978 amounted to 265,542 grt.

Figures from Lloyds Register of Shipping showed that as at June 30, 68 ships were under construction. This represented

a tonnage of 166,641 grt, which was down 44,562 grt from the position three months earlier.

According to the annual statistics supplied by Cebosine, the total turnover generated by the Dutch shipbuilding sector declined to F1.42bn in 1978, from nearly F1.5bn in 1977 and F1.52bn in 1976. The share accounted for by exports dropped to F1.6bn, from F1.24bn and F1.3bn, respectively.

The impact of capacity reduction and the lack of orders is also very evident. The number of people employed in shipbuilding has declined to 39,300 in 1978, from 43,100 in 1977 and 46,500 in 1976. Only 41 per cent of Dutch industrial workers are still employed in shipbuilding.

The Economics Ministry acknowledged in its Budget Memorandum for 1980, published in September, that the many hundreds of millions of guilders injected as part of the policy plan into the shipbuilding sector, in the period 1977 to 1980, would not be sufficient. It also stated that its policy of low participation had not provided the desired impact on orders received as a result of the long duration of the crisis.

Economics Minister Gijs van Aardenne announced he would ask the Policy Committee whether it is necessary to amend the plan in the light of the changing circumstances and to study whether more general aid measures would be more effective.

The ministry said that the earlier approved restructuring programme had proven to be "too optimistic." He referred to two of the five groups of yards. The problems were hitting hardest the yards where the largest ships were constructed.

Yards where dredging equipment was being constructed, more severe capacity cutbacks would be needed, Mr. Van Aardenne stated. He added that there was another reason for the current gloom. The initially sizeable impact on the order flow of the so-called Maritime Plan, governing the years 1976 and 1978, had virtually disappeared. It had appeared that the investment stimulants laid down in the new investment account law (WIR) had not been of the same magnitude for the shipowners as the Maritime Plan.

One of the reasons for this was that WIR-premiums did not apply to the construction of ships that would be chartered long-term to operators who do not pay tax in the Netherlands. The minister said this issue was subject of interdepartmental discussions.

Acknowledging this problem, the Cebosine said that the previous scheme has been fairly successful in achieving fleet modernisation. The aid to owners under the Maritime

Plan was that capacity for building new ships was being maintained artificially as doubtful orders from a marketing point of view were being placed.

Obviously, problems at some yards are being solved, but overcapacity in the shipping sector is bound to continue as a result," Nedlloyd said.

As for the drastic reorganisation of major Dutch shipbuilding companies, no companies were left unscathed. IHC, the specialised shipbuilding company, saw its offshore construction activities being slashed and pinning its hope on an upturn in the pruned dredging sector and other specialised activities.

Gusto was closed and the Verschueren yard in Amsterdam, where resistance to its closure is still continuing, faces the same fate.

Fleet investments had been running at F1.1bn a year. But, the organisation added, for the coming years the need to

modernise the smaller ships in the Dutch fleet would scarcely arise. The Royal Shippers' Association (KNVR) noted, in its annual report, that the fact that 16 ships were not constructed in the Netherlands during the period the Maritime Plan was in force was attributable to the fact that the shipbuilding industry had been merged in the Dutch shipbuilding and engineering sector which started in 1965. RSV emerged in its current form in 1971. Where as it had made a profit of F165m in 1974, the ferocious impact of the depression in the shipping market became obvious in 1976. In the years 1976 to 1978, the loss has totalled F1144m.

The problems have worsened because of an unexpected slump in the ship repairs sector. As a result of the massive financial injections, the State has acquired a 40 per cent interest in RSV. Just how necessary the various aid schemes were becoming was summed up by Economics Minister van Aardenne in a letter to Parliament on March 21, this year. As a result of the negative development in the world shipping sector, not only RSV shipyards were in difficulty, but also its "other, largely profitable operations were being threatened." And on June 1, announcing additional aid measures the Minister noted that RSV results in 1978 had only remained at the calculated loss level as a result of the "artificial move" of selling off housing estates it owned.

The second batch of aid measures announced by the government, totalling F1185m, would be granted on condition that a management consultancy would review general efficiency within the group and the management structure. Following the proposals, it was announced in September that RSV will become strongly decentralised and seven largely autonomous units are being created. In the letter of June 1, van Aardenne said he had been informed by the Shipbuilding Policy Committee that the prospects for the construction of new large ships had been "very gloomy." He said that the rock-bottom level in this market, where RSV had been exposed more deeply than any other company, would only be reached in 1981 - "profitability could only be expected around 1983," he added.

## GOVERNMENT SPENDING ON REGIONAL POLICY

	(£m)	1977	1978	1979	1980
Regional investment grant (IPR)		236	270	272	279
Special regional supplement (WIR)		—	75	145	155
Relocation grant (WR)		7	20	10	10
Regional development company spending	79	85	net known		
Development company spending includes participations, loans and other financing.					
Source: Economics Ministry.					

lished two policy notes focusing on the problems of the northern provinces and of South Limburg.

Businesses expanding or setting up, in the development areas in the north and south-east can make use of a range of regional incentives. Despite this variety the economics ministry says that companies have no difficulty in finding out what aid is available and what is best suited to their needs.

The longest-running element in the system of incentives is the Regional Investment Grant (IPR) which is available for investment by industry or the services sector in the northern provinces, in the south of Limburg, in individual towns elsewhere such as Tilburg and Bergen op Zoom. Companies receive a grant of 15 or 20 per cent depending on the area to which they are moving for investment in ground, buildings and machinery.

Businessmen investing in areas covered by the 25 per cent grant, as in southern Limburg, may choose to receive a lower basic premium of 15 per cent plus F12,500 (£8,250) for every permanent job created.

However, the "mixed" premium has not proved popular because it takes longer to establish that permanent jobs have been created.

The cost to the Government of the IPR scheme is about F1.250m (£125m) a year but an increase of F1.175m has been budgeted for 1980.

The Investment Account Legislation (WIR), which took effect in May 1978, is a more general instrument of investment policy but it does contain elements important for the regions. It provides aid for companies relocating out of the crowded west of the country and special regional supplements to encourage investment in areas with particular social and economic problems.

The Government has pub-

Northern Development Company (NOM) is now five years old and is now the most firmly established.

The NOM invested a total of F1150m in 25 companies in the five years up to December 1978. Its area of operation covers Groningen, Friesland, Drenthe and parts of Overijssel. In some cases it has acquired full ownership of a company but it stresses that it is willing to reduce its stake if other partners can be found.

In the south east, the Limburg Institute for Development and Financing (LIOF) can offer a wide range of assistance, in the form of subordinated loans, equity participations and loan guarantees. The Overijssel Development Company (ODC) and the Gelderland Development Company (GOM) are also expanding their activities, though their scope is more limited than the NOM or the LIOF.

In Friesland and Drenthe regional aid has succeeded in reducing the gap between these provinces and the prosperous west of the Netherlands.

In Groningen and South Limburg the problems are proving more difficult to solve. Clearly, these regions are not being abandoned to their fate but the realisation is growing that private industry alone cannot provide the necessary jobs. The Netherlands' regional policies have been partly successful but there is still a long way to go.

## THE NETHERLANDS XI

## A market with great potential

NOR A relatively small country, the Netherlands has for many years had one of the most vigorous aerospace industries in Western Europe. This is largely built around the Royal Netherlands Aircraft Factories Fokker, which employs over 7,000 directly on the research, development and manufacture of civil and military aircraft and in space activities. But the industry also comprises some major research and other institutions such as the Netherlands Agency for Aerospace Programmes (a semi-government body), the National Aerospace Laboratory (a research institute), and the Aerautical Engineering section of the Delft University of Technology.

Today the industry is effectively represented world-wide by Fokker (originally founded by Anthony Fokker 60 years ago), which has carved a major niche for itself in the short-to-medium range market for small airliners, both jet and turboprop, although military aircraft also figure substantially in the company's current work programme.

In 1969 Fokker joined forces with Vereinigte Flugtechnische Werke of West Germany, under the Zentralgesellschaft VFW-Fokker. In what was at that time the first truly transnational aerospace collaborative group in Western Europe, with two basic operating companies,

## AEROSPACE

MICHAEL DONNE

Fokker-VFW and VFW-Fokker. But this association is now on the verge of being dissolved, with VFW itself likely to be amalgamated with the Messerschmitt-Bolkow-Blohm group in West Germany, and Fokker reverting to a solely Dutch national status, although it will continue with the various international collaborative civil, military and space manufacturing programmes on which it is engaged.

Of these aircraft the most successful has been the twin-turbo-prop engined F-27 Friendship, which has been in continuous production for more than 20 years. During that time more than 700 of these Rolls-Royce Dart-powered aircraft have been built, including 205 built under licence in the U.S. by the Fairchild Industries group. The F-27 is thus already the best-selling turbo-prop airliner yet built, and interest in it remains so high that Fokker has decided to continue production of it during the 1980s.

The sister aircraft to the F-27 is the F-28 Fellowship, a

65-85 seat twin-engined jet airliner for short-to-medium hauls of which more than 150 have been sold worldwide. As with the F-27, many UK companies, including Rolls-Royce, are also involved in the supply of parts and equipment for the F-28.

Apart from its own civil pro-

gramme, Fokker participates in the European A-300 Airbus programme, with a 6.6 per cent stake, where it is responsible for production of all the moving parts on the wings. Fokker also contributes to the UK Short Brothers SD-330 Commet liner, producing the outer wings and struts.

On the military side Fokker is a member of the transatlantic multi-national consortium manufacturing the U.S. General Dynamics F-16 combat aircraft. Fokker is making 617 mid-fuselage sections and an equal number of wing-set parts for

174 F-16s for the Dutch and Norwegian air forces. Mid-fuselage sections and wing-set parts are also being delivered to F-16 assembly lines in Bel-

gium and the U.S. The production rate of Dutch-assembled F-16s is three aircraft a month.

But for the future Fokker is concentrating its civil plans in two directions—participation in the development of the A-310 200-seater version of the European Airbus (in addition to its share of the A-300 programme) on which discussions with the Airbus Industrie consortium are still in progress, and development of its own F-29 twin-engined short-haul 115-130-seater new-technology airliner.

It is the latter which promises to be the major programme for Fokker during the 1980s. It has been estimated that up to

the end of this century there is likely to be a world market for upwards of 1,000 aircraft in this broad 100-130 seat category for new short-range jet airliners.

## Demand

These will be needed to replace existing ageing aircraft, such as One-Elevens, Caravels, early versions of the U.S. DC-9, Boeing 737 and Boeing 727, as well as to meet a newly emerging demand for quiet fuel-efficient short-haul air travel in countries where it has never before been available.

For some time past Fokker has been discussing its plans for the F-29 (originally known as the Super F-28) with airlines in many countries, and is now

collating the views of nearly 30 different airlines so as to refine the design of the F-29 during the coming winter. The aim is to start engineering development some time in 1980, depending upon world market demand, with first delivery to the airlines in 1985. The Dutch Government has in principle promised its full support for the development of the F-29, but Fokker has also been discussing the possibility of risk-sharing international collaboration on the aircraft with manufacturers in Western Europe, the U.S. and particularly Japan, where interest in the aircraft is very high.

At present the possibility of collaboration with the UK is remote—although not entirely ruled out—because of the commitment by British Aerospace to the BAE 146 four-engined feeder-liner, which is a competitor for the F-29's markets.

It is also possible that the European Airbus Industrie consortium itself could produce a rival design, under its so-called Joint European Transport (JET) programme. Although no specific projects in this field have yet emerged, the Airbus group recently set up a project office to collate the ideas of its member companies.

Whether the F-29 itself continues as a solely Dutch national venture or as an international collaborative venture with companies in the U.S. or in

Japan, or whether it becomes part of some wider European short-haul jet transport programme under the umbrella of Airbus Industrie, remains to be seen. At present, Dutch Government and aerospace industry thinking appears to be based on keeping the F-29 as a separate airliner venture, although with some measure of international collaboration.

Certainly Fokker appears to have a substantial edge on the rest of the market, with the possible exception of Boeing which may emerge with a new variant of its 737 to ensure that it retains its currently dominant share of the short-haul market worldwide. Fokker is ahead of

Airbus Industrie in its design plans, although there is still the question of competition from the BAE 146 (although that aircraft has not yet won orders).

The F-29 is also important to Rolls-Royce, for it is possible that the UK company's new RB-432 engine could be used to power the Dutch jet. But here too competition is formidable, with the Franco-U.S. (Snecma-General Electric) consortium, CFM International, pressing hard with the derated version of its CFM-56 engine.

Fokker is clearly pinning much hope for its long-term future in the world short-haul civil aircraft markets on the F-29. It is not going too far to

suggest that this is probably the most vital project for the long-term success of the Dutch aircraft industry yet launched.

Thus the Dutch Government and Fokker itself, will not sur-

render the currently advanta-

geous position on the F-29 lightly; or see it submerged into a wider European pro-

gramme without something

substantial in return, such as a major share of any new European short-haul venture.

The market is so great, and the rewards for any successful venture so high, that the Dutch industry is determined to gain a substantial share of it through the 1980s and beyond.

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## Some signs of recovery

## CHEMICALS

SIMON GESCHWINDT

ONCE DESCRIBED as the "locomotive" of Dutch industry, the chemicals sector started running out of steam four years ago. Signs are that it is picking up again and optimism—still cautious—despite greatly improved results—is breaking through.

Results for the first half of 1979 appeared to reflect a remarkable recovery in the fortunes of many chemical producers. But closer examination reveals that the improvement is rarely based upon real, long-term strengthening of demand.

Akzo's first-half net profit climbed from Fl 35.6m in 1978 to Fl 101.6m in 1979. But Fl 32m was directly attributable to profits on stock in hand generated by recent big increases in the value of petrochemical feedstocks. Value of stocks bad risen by a total Fl 114m, of which Fl 73m will be spread over trading results of the last two quarters.

The company forecasts a decline in profits during the second half of 1979. Stocks will have to be replaced at the sky-rocketing prices imposed since the time of the Iranian revolution; trading has been slack generally during the holiday period. It nevertheless proposes paying an interim dividend in November for the first time since May 1975.

The DSM group's forecast of first-half losses of Fl 100-200m proved pleasantly inaccurate. Losses amounted to only Fl 35.6m "and the yearly loss will be considerably lower than expected." The group acknow-

ledges that improved product prices were based upon a demand strengthened partly by customers' stockpiling in anticipation of further feedstock price increases, a trend that is representative throughout the Dutch petro-chemical industry.

Prices of chemical products, depressed by the effects of overcapacity, have shown a recovery this year, but not sufficient to offset the pressure on margins applied by feedstock price escalation. The industry's turnover increased to Fl 21,300m in 1978 from the 1977 figure of Fl 20,800m.

## Investment

Investment in 1978 fell to Fl 1,922m from Fl 2,378m in 1977. Over-capacity is discouraging large-scale investment in the bulk chemicals sector, which is already over-represented in the Netherlands. Concentration is mainly on upgrading, energy-conservation, and environmental projects.

Exceptions include a multi-million guilder expansion programme by the U.S. company, Oxitane, and Akzo Zout Chemie's Fl 225m chlorine plant project. DSM and Shell are constructing

a plant for production of gasoline additives to meet the demand following introduction of anti-lead legislation in Europe.

Oxitane plans expansion into several areas of butane-based production, including an octane-booster gasoline additive, and catalyst initiators. Production at Akzo's planned 250,000 tonnes a year chlorine plant in Rotterdam will be aimed principally at the home market, and for captive use as vinyl chloride feedstock.

DSM started up its new 450,000 tonnes a year ethylene plant in Limburg early this year. The Fl 700m project probably will be the last of its kind in the Netherlands until the revival of ethylene demand and absorption of over-capacity forecast for 1985. By that time the Dutch petrochemical industry will almost certainly have committed itself to increased utilisation of liquid petroleum gas (LPG) feedstock.

A report published this year by Rotterdam harbour board and local councils emphasises the urgent need to construct LPG terminal facilities in the Rhine mouth area. It concludes that flexibility of gaseous feedstock is essential to long-term competitiveness, and vital not

only to the industry's growth, but even to its survival.

Europe's petrochemical industry forecast an increase in use of LPG from 1 per cent in 1975 to 5 per cent of total feedstock in 1982. The forecast for the Netherlands is 10 per cent in 1982 rising to 35 per cent in 1995. Shell and BP have already submitted a request for planning permission for a joint LPG terminal in Europoort.

The Dutch are attracted by brighter prospects in the fine chemicals sector. It has the advantages of high added value, a relatively low energy quota, and can compete on quality and innovation rather than price. But any change of direction will be very gradual.

At the May annual meeting of the Federation of Dutch Chemical Industries (VNCI) its chairman, Mr. E. W. ter Horst, pointed out the current disadvantages of operating in the Netherlands until the revival of ethylene demand and absorption of over-capacity forecast for 1985. By that time the Dutch petrochemical industry will almost certainly have committed itself to increased utilisation of liquid petroleum gas (LPG) feedstock.

Labour remains a worrying aspect of production costs in the Netherlands. According to VNCI data, the cost per employee has risen to Fl 53,600 a year compared with the UK's Fl 23,600 a year. Hours of production per employee per year amount to 1,650 against 1,960 in the UK. Total labour costs in terms of production in the Netherlands are more than double those in the UK.

Limited success has been won on the energy front. Hard lobbying by the VNCI and representatives of other energy-intensive industries for a more realistic energy policy at home achieved a vital cut in gas tariffs earlier this year. VNCI had claimed that the export position had been seriously undermined by high energy costs in the Netherlands.

The country's dependence on exports is illustrated by the fact that 87.5 per cent of the chemical industry's turnover—representing 17.2 per cent of all Dutch exports—is earned abroad.

Despite the tariff revision, and recently proposed increases in Dutch gas prices to users abroad, an inequity still exists between energy costs in the Netherlands and those in other EEC countries.

The industry has also been active in Brussels through the Federation of European Chemical Industries, CEFIC. Efforts to urge the EEC Commission to implement tighter control of politically priced Comecon imports, and to speed up antidumping procedures, are having some effect.

Labour remains a worrying aspect of production costs in the Netherlands. According to VNCI data, the cost per employee has risen to Fl 53,600 a year compared with the UK's Fl 23,600 a year. Hours of production per employee per year amount to 1,650 against 1,960 in the UK. Total labour costs in terms of production in the Netherlands are more than double those in the UK.

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## THE NETHERLANDS XII

# Big problems over dairy products

## AGRICULTURE

MARGARET VAN HATTEM

THIS AUTUMN, as the EEC Commission grinds painfully into gear for yet another onslaught on the Community's extravagant and overproductive dairy sector, the Dutch are working busily behind the scenes to ensure that, once again, the cuts will not be unkind.

Overproduction of milk remains the Community's biggest single problem at the moment. Supporting the high milk price now swallows up 40 per cent of the EEC budget and the figure is rising. Each of the nine member governments recognises the problem and would like to see it solved—but not to the detriment of its own dairy farmers.

Nowhere is this more evident than in the Netherlands, where dairying is by far the most important agricultural sector, economically as well as politically. Although the Dutch send to their dairies only 12 per cent of total EEC milk deliveries (compared with around 25 per cent each in France and Germany and almost 17 per cent in Britain) dairy production accounts for more than 25 per cent of Dutch farm output, nearly 70 per cent of farmland, and 90,000 of the country's 170,000 farmers. Moreover, dairy output is heavily export-oriented—the Dutch produce more than four times as much butter as they need, three times as much whole milk powder and more than twice as much cheese.

### Action

The Dutch Agriculture Minister, Mr. Alfons van der Stee, agrees with the British and Italian complaints that far too much EEC money is spent on milk. "They're quite reasonable," he says, "the situation is totally crazy."

But action speaks louder than words, and it is significant that when farm Ministers met last June to discuss Commission proposals for a heavy tax on milk production (the so-called co-responsibility levy), the Dutch Minister was among the opponents of the high tax envisaged and instrumental in getting it cut back so heavily as to be almost useless. Now, with milk production and support costs rising steadily, he shows little sign of readiness for more drastic action.

In theory, the simplest solution to the problem would be to cut the milk support price.

thus reducing the cost of buying up surpluses and discouraging production. Even if farm Ministers refused to cut the milk price in money terms, a prolonged price freeze would probably do the trick. With average Community inflation at around 5 per cent or more, and milk output increasing (thanks to rising yields) at about 2 per cent a year, dairy farmers' real incomes would drop by about 3 per cent as long as prices were frozen.

After three or four years of

this a large number of small

farmers would be forced out of

dairying and probably off the

land. This would probably have

little impact in the Netherlands,

where there are few small dairy

farmers and where, according to

Mr. van der Stee, most dairymen

would still make a profit. "But

everyone would complain," he

says, "and with elections in one

or another EEC country every

year, it's just not possible. In

any case, he adds, the vulnera-

bility of small farmers produce such

a low proportion of the EEC's

milk output that the social misery

produced by such action

would grossly outweigh any

budgetary savings.

The solution the Dutch would

prefer, and for which they are

energetically lobbying the Com-

munity and their EEC partners,

involves gentle concurrent

action on four fronts. First,

instead of stockpiling large

mountains of butter and skim

milk powder and storing them

at high cost for several years,

the Commission should con-

centrate on selling off surpluses

as quickly as possible, with sub-

sidiaries of course. Next, the

Community should maintain a

"modest" price policy, raising

the milk price by an annual 2 to

3 per cent. Thirdly, it should

increase the co-responsibility

levy from the current 0.5 per

cent to between 5 and 10 per

cent, to discourage production

and raise revenue for disposal

of dairy surpluses.

Given the fact that the in-

crease in farm spending threat-

ens to exhaust the Community

purse by next year, the Dutch

plan appears little more than a

holding operation which could

delay, but not avert, the coming

financial crisis. It will certainly

not bring the shift away from

farm spending for which the

British and Italians are pressing

hard.

But, says Mr. van der Stee,

among those who have lived

with the milk problem for sev-

eral years, these suggestions

provoke little more than cynical

amusement and even the Dutch

concede that they would have

at least to dairying. Ten years ago half the country's farmland was devoted to livestock (mainly cows) and half to arable. Thanks to consistently high milk prices, cows now occupy two-thirds of farmland, but farmers cannot revert to growing sugar beet, the Community's other major surplus product. And in grain production, the Dutch cannot compete with the French, whose costs are much lower even if their yields are also.

One of the big problems facing Dutch agriculture is that it is, if anything, too efficient. Crop and milk yields are the highest in the Community, productivity in terms of gross value added is the highest and fastest growing in the EEC. But to achieve this the Dutch have to subsidise sales of the surplus; if it dropped, the money needed for payments would be offset by the drop in storage and intervention buying costs. This, says Mr. van der Stee, might not cut production but would probably stabilise it until consumption caught up.

### Demand

Dutch agriculture is concentrated in those sectors receiving the highest level of EEC support: dairy production accounts for 26.4 per cent of total farm output; pigmeat for 18.4 per cent; beef and veal 12 per cent; fruit and vegetables 11 per cent. These sectors receive almost twice as much support as all other products put together. It is a pertinent question whether the Dutch, the only net importers of farm products in the EEC, ought to have such a large farm sector (8.6 per cent of the EEC total output on about 2 per cent of Community farmland) in view of the high level of subsidies needed to keep it in business.

It is one bound to be raised with increasing frequency by the country's lower cost competitiors both within the Community, such as Britain and France, and outside it, such as New Zealand. But the Dutch are old hands at Community politics and do not make many demands on their EEC partners. So although farm support is driving the Community briskly to the brink of bankruptcy, it seems likely that the Nine will continue to scrape up enough to keep Dutch farmers and the politicians they elect, securely in place.

# A key component of the economy

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**Vroom & Dreesmann B.V.** is the largest retailer in Holland. By origin a department store chain, it has – during the last few years – successfully been expanded into other retailing fields and into some adjacent sectors. The Group is organized in 7 Divisions.

1. The Division Department Stores with around 60 department stores, 25 junior department stores and 40 wine and liquor shops, a group of Vendomus (better priced furniture) stores, and Vendomo automotive stores. A chain of large (45,000 sq. feet) home improvement centers is added, of which the first store has been opened and 3 will be opened next year.

2. The Division Specialized Softgoods contains a men's and ladies' ready-to-wear chain of 50 outlets and a ladies' foundation and intimate apparel chain, also of 50 stores. A leisure wear chain with around 40 outlets (the majority franchised), a group of about 10 ladies' high fashion ready-to-wear stores and a small group of men's ready-to-wear stores in the more classical styles also belong to this division. Two manufacturing plants of ladies' and children's ready-to-wear are integrated in this division.

3. The Division Hardgoods consists of a chain of 15 outlets in brown and white big ticket goods, a chain of 35 optical shops, 5 jewellery stores, a chain of 26 catalog showrooms, a chain of 37 photographic and audio shops, an importer and retailer of motor and sailing yachts and an organization that imports caravans and also sells them directly.

4. The Division Food consists of a food discount chain with 280 large and medium sized supermarkets - which is the second largest food retailer in Holland – and about 20 wine and liquor discount shops. A chain with 5 discount superstores in The Hague area belongs to this division.

5. In the Financial Division are organized a commercial banker, a bank for personal loans, a stockbroker and an insurance broker and some other related organizations.

6. The International Division contains a majority participation in Dillard Department Stores, consisting of around 46 department stores, half of these are located in Texas, the rest in Arkansas, Kansas, Louisiana, Missouri, New Mexico and Oklahoma.

The Group has an important participation in the Outlet Company, with 9 department stores, 13 junior department stores and more than 70 specialty stores in ladies' ready-to-wear and a chain of 67 mainly men's wear stores located in the North East, Washington D.C. and Chicago-Detroit areas respectively.

The Group also has a participation in H.J. Wilson Co., Inc., one of the largest catalog showroom chains – containing 40 stores – in the U.S. The chain is located in The Sunbelt.

The Company holds 100% of the shares of Ultralat S.A., a retail chain of 50 outlets, located in the greater São Paulo and Rio de Janeiro areas. The chain retails brown and white big ticket goods, furniture and small household goods; connected to this is a consumer credit bank – Ultralat S.A. – and a participation in a large advertising organization.

The 3 outlets of our ladies' foundation chain in Belgium are being expanded to at least 10 stores. The Group holds a minority participation in a food discount chain in Belgium.

7. In the Division Service Industry are organized clusters of second homes and related infrastructures, counter services and other activities.

Consolidated inland retail sales of the Group have been around hfl. 4.4 billion in the year 1978 and the unconsolidated total volume of the Group has been well over hfl. 5.6 billion in that year.

### Key figures of Vroom & Dreesmann

(in millions of US\$ unless stated otherwise)	1978/79	1977/78	1976/77
Total gross sales	2,800	2,043	1,598
Consolidated:			
1. Gross sales	2,230	1,728	1,398
2. Net sales	1,916	1,487	1,212
3. Gross added value	613	461	388
4. Operating profit	124	80	59
5. Interest net	23	17	14
Based on historical costs:			
6. Income before taxes	71	52	38
7. Net income	50	37	25
Based on current values:			
8. Income before taxes	59	44	31
9. Net income	43	32	21
10. Depreciation	43	32	28
11. Cash flow	86	64	47
Total investments	143	102	58
12. Shareholders equity	422	286	248
Guarantees equity (shareholders equity - deferred taxes)	564	388	338
Patios:			
13. Net income as a percentage of shareholders equity	13	12	16
14. Ratio of fixed assets to guarantees equity + long term liabilities	1.0	1.0	1.1
15. Current ratio	1.0	1.0	1.2
Number of employees:	32,777	32,692	30,718
Rate of exchange US\$ 1.00 = Dfl.	2.00	2.20	2.45

The Group is organized with a high degree of decentralization with separate headquarters for its (sub)divisions, and has very short lines on command. Both elements allow for an aggressive approach on many different consumer markets and quick reaction to changing market conditions. The Group employs about 24,000 people (

# More expansion abroad

THE DUTCH publishing industry, firmly based on steady growth achieved in recent years, is now expanding in new directions to escape the limitations of the Dutch language and the relatively small population in the domestic market.

The recent merger between two major publishing companies, Elsevier's and Nederlands Dagbladunie (NDU) has created a group which is large enough to undertake this kind of expansion abroad while retaining an unassailable position at home.

Although there were early fears of some rationalisation and loss of jobs after the merger, the two companies had largely complementary interests and their operations appear to have dovetailed successfully.

In general, the Dutch publishing industry is widely diversified from newspaper and magazine companies to scientific journals and books, with subsidiaries publishing in West Germany, Belgium and other European countries. There have also been recent acquisitions in the electronic information field, which is now growing fast.

Newspaper publishing has recently recovered from a period of poor profitability, mainly as a result of strong growth of advertising volume and improved readership. Similarly, magazine sales and advertising have been buoyant. Specialist magazines have also shown healthy improvement in sales, and this is expected to continue in line with the need for trade and other magazines which deal authoritatively with single topics, although the limitations of the Dutch language market are particularly evident here.

The general books market has been through a bad period with sales stagnating for some years, and this is attributed largely to a switch from books to magazines and there is little sign of this shift in the consumer pattern changing.

It is against this background that Elsevier's and NDU merged, causing a considerable stir in the publishing world, already dominated by a few large companies. It created the first fully integrated publishing group, with book, newspaper and magazine interests. Other groups have tended to concentrate on only some of these activities. At the time of the merger it

## PUBLISHING

LORNE BARLING

was estimated that annual sales of the group would exceed F1 billion (around £250m). The present year will be the Elsevier-NDU combine's first financial year, and although its first six months' net profit growth of 8 per cent was disappointing, growth of around 10 per cent is expected for the year as a whole.

Now equipped with a strong financial base and the ability to compete with the major international publishers, the group's primary aim is to break into the lucrative North American market, particularly in the publication of magazines.

According to a recent report by the Amsterdam-Rotterdam Bank, the group also regards the acquisition of a foothold in the North American market to be important for product innovation, which is strongest in the market in question. A company spokesman said that it was particularly interested in the developing electronic information systems which it believed to be important in the future for publishing companies.

According to Amro, the group's newspaper and printing divisions each contribute 22 per cent of sales, followed by 17 per cent from the periodicals division and 6 per cent from the retailing division, which includes a number of bookshops and a mail order house. A further 16 per cent of sales came from scientific publications.

Amro Bank suggests that future growth can be achieved through the company's own resources, although considerable expansion through acquisition, which is planned in the U.S., may require an increase in equity capital. At present around 70 per cent of the group's sales are in the Dutch market, much of the remainder in Belgium and West Germany, where the periodicals division has a number of operating companies.

The America division started operating as a separate entity at the beginning of this year and is expected to contribute soon to a shift in the balance

of activities which makes substantial expansion of its markets impossible, and to ensure longer term growth it is also looking abroad to expand, with particular attention focused on the English language area.

Around 60 per cent of the VNU group's turnover is derived from newspaper and magazine publishing. The magazine group produces a range of family, women's and juvenile magazines with strong market positions in the Netherlands and Belgium. It also publishes the weekly, *De Eind*, and has recently started the lively news magazine, *Nieuwsnet*, which is looking promising as an unusually independent-minded publication.

VNU's newspaper group has four regional dailies with strong market positions, and profitability is high, but the books group which contributes around 11 per cent of turnover has been through a bad patch. However, from the same problem as other companies, the limitations of the Dutch population. It holds a high market share in its range

of international business.

The Elsevier-NDU group has, through its merger, is now roughly on a par with Holland's previously largest publishing group, Verenigde Nederlandse Uitgeversbedrijven (VNU).

which has also increased in recent years, reducing the risk it faces from cyclical changes in certain sectors of the industry.

Although the group's publishing activities are mainly in the Dutch language areas, nearly 20 per cent of its revenue comes from abroad, although mainly from the Dutch-speaking part of Belgium.

As a result VNU is suffering from the same problem as other companies, the limitations of the Dutch population. It holds a

a high market share in its range

been particularly good recently, with figures for 1978 showing net profits reaching the targeted 13 per cent of equity. But the performance this year is expected to be less spectacular, and more in line with the company's planned 11 per cent increase in average annual earnings. In the first half of this year earnings were up 11 per cent and turnover 8 per cent.

Another notable company in the Dutch publishing industry is Kluwer, which draws its strength from an even spread of activities across a number of sectors, and enjoys a strong position in the publication of educational, professional and scientific material. About 80 per cent of its activities are in the Netherlands and although it too, is looking abroad, its options are somewhat limited by its size.

Overall, the Dutch publishing industry is likely to enjoy a period of continued though, perhaps, unspectacular growth, depending on what success its companies can achieve abroad, and indeed on the support which

it receives from advertisers over the coming year or so.

Although advertising remains buoyant, the prospect of a recession in Europe and the United States is causing nervousness.

As always, advertising budgets are likely to be early

candidates for cuts if companies

in the Netherlands are faced

with liquidity problems.

The other problems—common

of course, to all countries—are

rising production paper, trans-

port and labour costs, which

have had to be passed on to the

consumer, so far without any

serious effect on buying patterns.

Should the worst happen, how-

ever, the limitations of the

Dutch market could turn out to be

advantageous, since most

companies rely on a steady and

regular readership which can

be counted on to remain faith-

ful.

At a time of considerable

nervousness about international

industry costs and probable re-

cession in the United States,

plans for expansion into that

market will certainly be looked

at with considerable caution.

The NOB is clearly dis-

satisfied, too, with the policing

of the new regulations.

"There must be guarantees

that the new law will be applied

strictly," Mr. Vreugdenhil said.

"Controls in West-Germany are

much more thorough than in

Holland. To achieve the law's

objective of increasing safety

and to prevent unfair competi-

tion, it must be sufficiently

enforced."

Sharply higher wage costs

have been a major reason for

the Dutch road haulage

industry's loss of competitive

edge internationally, in the view

of NOB. The introduction of a

new wage structure under the

previous minister of transport

led to a rise in wage costs of 40

to 50 per cent in the space of a

few years. This has made the

Dutch driver more expensive

than his counterpart in Ger-

many, France or the UK and put

him even further ahead of Italy,

Spain and the Eastern European

countries.

The transport minister has

requested a request for conces-

sions in the areas of wage sub-

sides and taxation, but some

export promotion funds are

being spent on the haulage

industry.

The refusal of some hauliers

to conform to nationally

negotiated wage agreements has

been a source of bitterness in

the industry for many years.

The NOB reports progress on

this front though, while admit-

ting it is difficult to say how

many companies still refuse to

honour agreements. For the

first time last year four firms

were threatened with a tem-

porary suspension of their operators' licence if they did not apply the national wage packet. Despite the Dutch industry's claim that restrictions on permits to make journeys through many neighbouring countries have hindered free competition, the NOB is cautious about sweeping away the red tape which dominates the continental haulage industry.

"We are in favour of liberal transport policies," Mr. Zuur said. "But we must be careful." The NOB is sceptical that sufficiently far-reaching agreements could be made to prevent countries taking restrictive measures, such as Austria's recent decision to tax trucks in transit. While countries like Italy and Hungary retaliated with their own tax measures, Holland refused to act, to the disappointment of the NOB. Plans by both Belgium and Switzerland to tax hauliers from 1980 are also a cause for concern.

## Dealing

One area where some progress has been made is in dealings with the Soviet Union. While a previous agreement in theory gave the two countries parity, in practice Soviet hauliers easily used up their 500 permits while Dutch companies at best managed the odd trip with material for trade fairs.

The improvement to ports in the Middle East has taken some of the pressure off road transport to that area and Dutch hauliers are now looking around for new routes. The trans-Sahara route through Algeria and Niger would open up the industrial areas of Nigeria to Europe, but the Algerian refusal to give transit permits is a major stumbling block.

One Dutch company, Europe Africa Transport, has an agreement with the Algerian State Transport organisation, but, in general, Algiers attempts to direct all loads onto the State company.

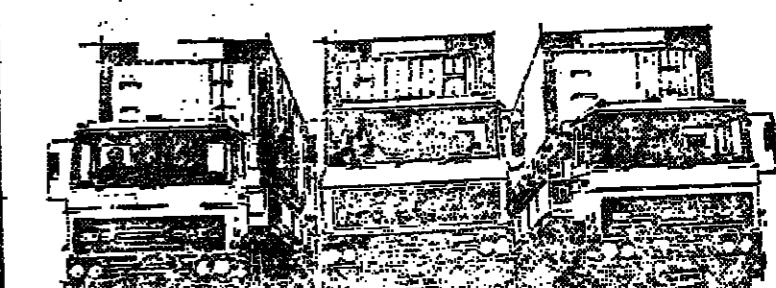
"I think we could see just as explosive growth in West Africa as we saw in the Middle East," Mr. Zuur said. Much will depend on whether Nigeria and Niger bring pressure on Algeria to open up new routes. The more distant future, the Dutch are also looking to South America where international roads are being developed, and even to China.

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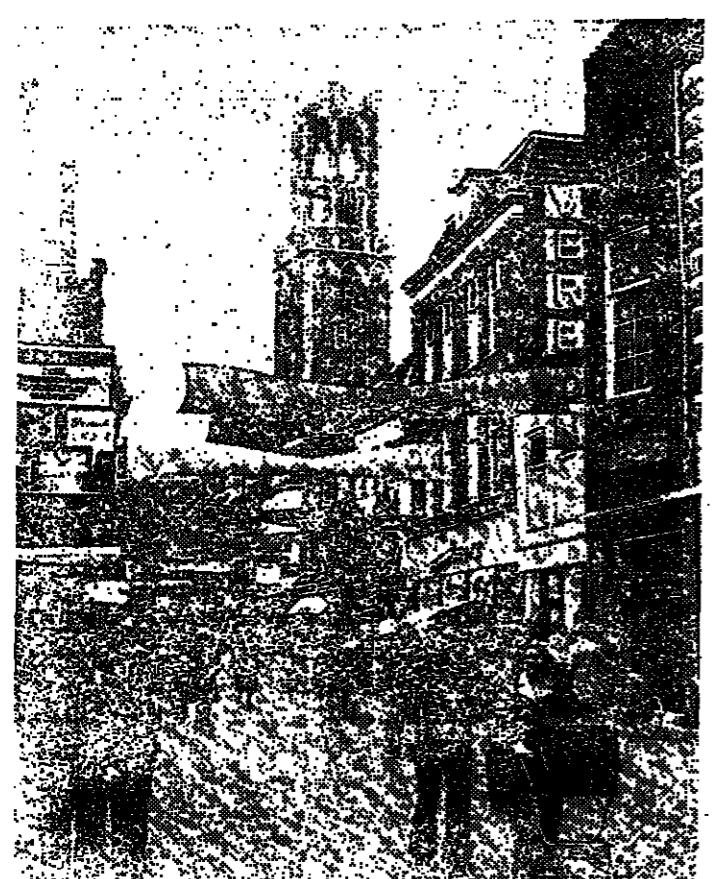
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## THE NETHERLANDS XIV

## A poor level of demand



With continued pressure on family budgets, the Netherlands is facing a poor level of retail demand.  
Above: Steenweg shopping precinct, Utrecht

OVERALL RETAIL sales in the Netherlands increased by 3 per cent in the first six months of this year, compared with 8 per cent in the same period last year, providing somewhat depressing operating conditions for the Dutch retail sector.

The prospects for the rest of this year are little better, and this will certainly be reflected in the figures of the major retailing groups, despite some diversification. One group predicts that the increase in sales in the second half may be as low as one per cent in real terms.

It is not therefore surprising that a number of these groups are pressing ahead with plans to invest in new areas such as property, restaurants and recreation projects, and boosting their activities abroad particularly in markets where there are good prospects for growth.

The poor level of retail demand is attributed largely to harder credit conditions, inflation and the consequent pressure on family budgets. Higher energy costs, increasing rents and other costs are also expected to restrain retail buy-

ing during the latter part of this year.

The only substantial area of growth has been in the mail order sector, where there was a 14 per cent increase in the value of sales during the first six months of this year compared with the first half of 1978. This was attributed partly to the bad weather conditions in the early part of the year, which encouraged people to buy from the comfort of their homes.

Consumer durables, which has been a consistently strong sector for some time, were also hard hit and little recovery is expected in the short term at least.

Ahold, one of the largest companies in the Netherlands after the major multinationals, recently reported a healthy increase in net earnings for 1978, which at F1.48m (about £11m) was F1.12m above the previous year's figure. Total sales for last year were F1.49bn compared with F1.41bn in 1977.

However, with around 20 per cent of its sales in the U.S. through its Bi-Lo subsidiary, and a wide range of diversified interests, the company's exposure to the depressed Dutch retail market is somewhat protected.

The company's retail interests outside the Netherlands consist of chain stores in Spain and the U.S. Bi-Lo operates in some of the fastest growing states in the U.S., South and North Carolina and Georgia, where supermarket sales by the company were valued at \$460m last year, despite strong competition. At the time of its last annual report, the company had 103 outlets in the U.S. and this will be expanded by at least 10 during this year.

Like other Dutch retail companies' efforts to break into

southern Mediterranean markets, Ahold's activities in Spain have not been wholly satisfactory and it failed to make a profit there in 1978, although it believes this position can be turned round with persistence.

In the domestic Dutch market last year the group maintained its share of 7 per cent of national spending on food and related products, but its percentage increase in sales was less than in previous years, due partly to a smaller rise in price levels which moderated sales by

resources. It believes it will be difficult this year to maintain the same ratio of earnings to sales.

Bijenkorf (KBB) the department store group, achieved a respectable increase in net earnings last year which at F1.245m was an increase of F1.45m on the previous year, while turnover rose from F1.21m to F1.224m in the two years.

While the company is also cautious about the retail prospects, it, too, is going ahead with diversification, although it has chosen a somewhat different route from its competitors.

**Predicted**

KBB has opted to go into the sports equipment business and is acquiring a chain of stores for this purpose, clearly betting on an increase in leisure activities in the Netherlands, as is predicted in most industrial countries. Similarly, it has an interest in developing a holiday centre for water sports on the French Mediterranean coast and a winter sports centre in the Haute Savoie.

The company's most dynamic division appears to be that dealing with restaurants and recreation, where sales last year increased by nearly 40 per cent on 1977, although profits were less spectacular. The operation is based mainly on roadside restaurants in the Netherlands and Belgium.

Ahold believes that the economic outlook is not conducive to strong growth, however, and sees a period of more modest expansion, largely through making use of existing

Vroom and Dreesman, a privately-owned but highly successful retail company which has only recently revealed the full extent of its interests. Last year notched up gross sales of F1.446m and after tax profit of F1.58m, compared with F1.2m and F1.14m in 1974-75, giving some idea of the growth it has achieved.

However, the company admits now that the prospects are not good for the rest of the year, despite its wide diversification. It owns a chain of more than 600 shops, which include around 60 department stores and 500 food and drink shops, and two small banks, a stockbroking company and a mortgage broking business.

It also has a major stake in the rival KBB group and two other Dutch store groups, V. and D. has also gone for a range of minority holdings in successful retailing ventures in North America, which ranges from Mexico to New Hampshire.

The company has been encouraged by the higher margins which can be achieved in the U.S. and derives a major part of its turnover from these activities which have perhaps proved the most successful of all diversification undertaken by Dutch retailers.

While these companies continue to generate enough capital for their own needs, they all seem intent on investing themselves in overseas activities of this kind, reducing the risk of committing themselves to a secure but dull home market. But with world economic conditions now unsettled, it may be a tough battle breaking into new markets.

## Challenge of the multinationals

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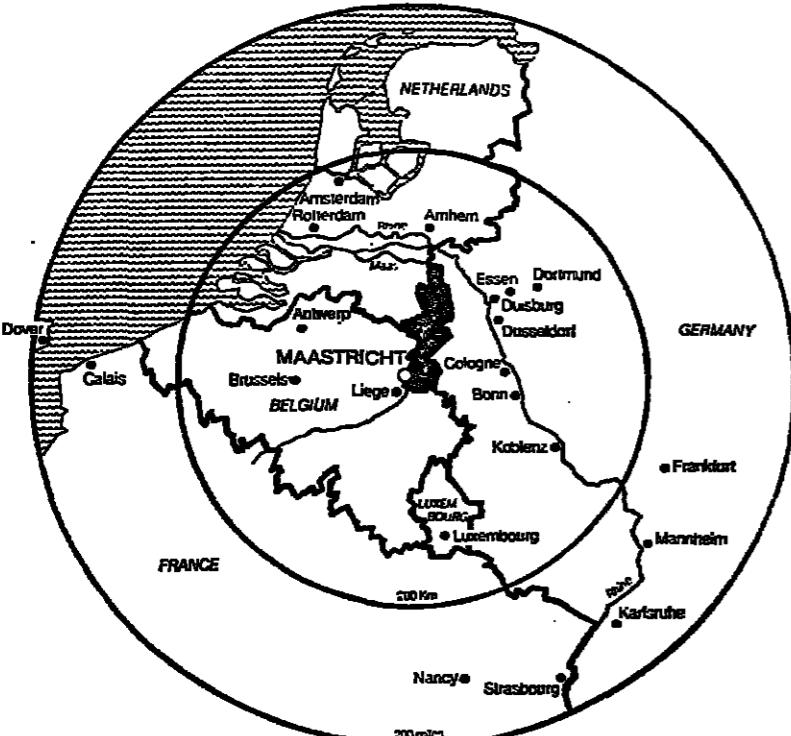
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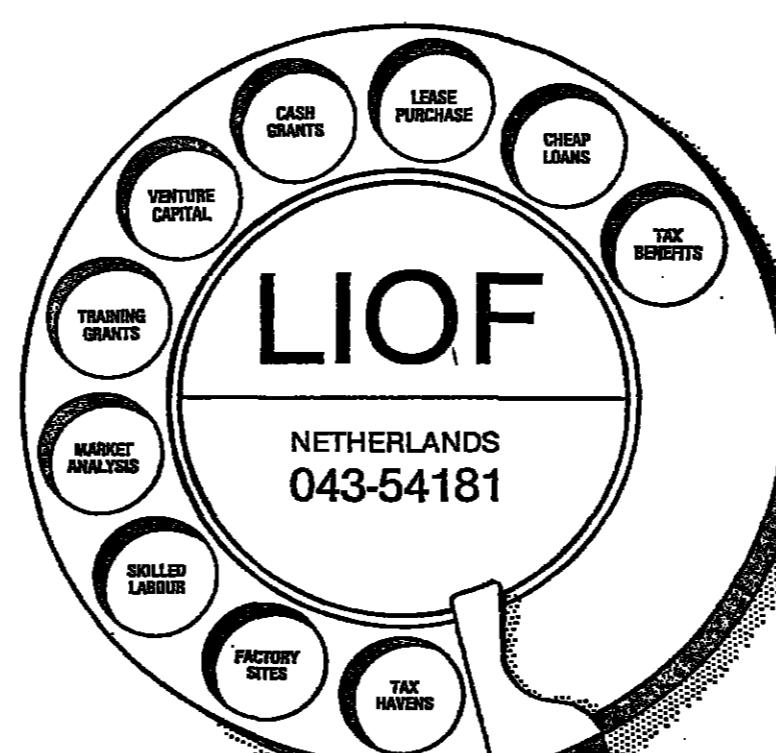
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## THE NETHERLANDS XV

# Manufacturers widen product range

THE FORTUNES of the Dutch electronics and electrical industry are closely bound to the activities of domestic giant, Philips. Figures from the Central Bureau of Statistics (CBS) show that the industry, as a whole, employed more than 112,000 people in 1977, with Philips employing over 24,000 in 1978.

Total turnover in 1977 was F1.12,000m, and since 1976 the industry has continued to grow faster than the gross national product. Philips' deliveries from the Netherlands, according to its annual report amounted to F1.11,952m in 1978, although this figure was affected by the increased export of communication equipment and cables.

The presence of such a large company in a relatively small country tends to blur statistics, since detailed import, production and export figures per activity would be too easily related to Philips' activities. Import and export figures, equally, contain details of equipment and components from Philips' establishments abroad which may often be re-exported in total systems.

The Dutch Government was one of the last West European Governments to commission a study on the social and employment effects of the microprocessor "revolution," and this is also partly attributable to the presence of a world force in electronics within its borders.

The report, being done by General Technology Systems of Britain, is due out shortly. The two main points under discussion in the country being, "How can we avoid missing the boat?" and "Having caught it, how can we deal with the social consequences?"

However, in general terms, it can be said that despite increased Japanese competition in some areas and a falling off of traditional activities in others, the Dutch electronics and electrical industry is faring quite well.

## ELECTRICAL INDUSTRY

WILLIAM THIRD

Apart from the more traditional heavy electrical industries producing electro-motors, generators, transformers, switching and installation material, such as Holec of Utrecht, there has been a growth in newer electrical and electronic activities, such as instrument-making and the production of medical equipment, including cardiac pacemakers.

A number of foreign companies, such as Texas Instruments, Tektronix and John Fluke, have international production and marketing centres in the Netherlands, attracted by the strategic position and the favourable business and employment climate.

In addition, such domestic companies as Oec van der Grinten, producers of electrochemical and electrostatic photocopying equipment have shown strong growth.

Inevitably, however, the activities of Philips will continue to be of the greatest significance.

The fortunes of Philips have traditionally been bound to the company's original products such as lamps, valves, radios and, later, the Philishave shaver and TV sets. And while it is still true that colour TV sales are critical to the results of the group as a whole, there is an increasing emphasis within the company for products and systems for professional applications. These accounted for over 24 per cent of the group's deliveries in 1978, worth F1.8407m.

They covered such fields as telecommunications equipment, and in this respect the Saudi Arabian telephone network was of particular importance, as

cation exist within the same pure audio disc.

It is one thing to innovate and quite another to persuade the market to accept the innovation. Until there is a degree of standardisation, the market will not grow to its full potential. Philips' recent signing of a cross-patents deal with Sony, on a range of items, including VLP and the audio disc, will probably help in this respect.

After the painful collapse of Data Systems, the Euro attempt to make large computers, Data Systems is making good progress with its sales of small business computers such as the P430, the P300 and the P7000 multi-system stations, scoring particular success in the banking and financial world in Western Europe.

The proposed acquisition by Philips of the U.S. Pertec Computer Corporation would have provided a renewed push of their activities in North America.

However, the West German company, Triumph-Adler has since made an agreed bid for Pertec.

The recent acquisition of the Canadian firm, Micom, in 1978, has boosted Data System's presence in the word processing market.

Philips have high expectations for Data System's future growth, particularly once systems such as electronic mail become a reality, and "the office of the future" is more than a gleam in the eyes of consultants. Data Systems had worldwide sales of F1.1bn last year.

Another of the company's strengths are research facilities, not only in Eindhoven, but also in the UK, France, and now, the US.

An outstanding example of innovation from this quarter is the development of the video long-play disc, the VLP. Now being test-marketed in certain cities in the US, it is scheduled to be launched in the UK next year. Originally seen as a consumer item, the VLP technology is also being applied as a pure data storage medium for Data System's products, and as a

claim a bigger market share. This is probably just such a market which would probably have grown more if there had been more standardisation and consumer confidence, something which can hardly have been nurtured by Philips' new V 2000 video cassette system since it is incompatible with their earlier VCRs. However, the new system has a long playing time of two times four hours, and should help reverse this trend.

Despite the firm guilder over

the past few years, exports have continued to grow, and a 4 per cent growth is forecast for this year, for the industry as a whole, by the CBS. The number of employees continues to fall, from 13,400 to 12,800 in 1977 for instance.

It remains to be seen whether new activities will grow fast enough to make up for the jobs lost in the older, declining part of the industry. And whether microelectronics will provide new jobs as well as taking them away.

## Multinationals

CONTINUED FROM PREVIOUS PAGE

tically when Daf announced it was having talks with Dodge Trucks about possible technical and manufacturing co-operation. This is being done with the full support of ICI, according to Daf. Dodge is the trucks' business acquired by PSA Peugeot-Citroën of France when, it bought the European operations of Chrysler, a deal formally completed in January this year.

Dodge was in a similar position to Daf—it was not large enough to sustain the very heavy outlay involved in bringing new truck models to the market. The co-operative arrangement, if it goes through, would enable the two companies to spread the fixed cost of component engineering and production over a larger output.

But even this would not be enough to match Europe's major truck makers, Daimler-Benz and IVECO, the Fiat-dominated group. So Daf and Dodge have let it be known that other truck companies would be welcome if they would like to come along and join the "club."

### Output

Dodge and Daf fit together quite well. Dodge, with an output of 14,890 trucks of over 3.5 tonnes gross weight last year mainly covers the medium-weight part of the market while Daf's models—11,300 were produced in 1978—are at the heavy end.

Daf has plants in Eindhoven, Holland, and Oevel, in Belgium, and also has interests outside truck-making which contributed to last year's net loss of F1.6m on a turnover of F1.17bn.

In Holland itself, Daf has a solid 40 per cent of the heavy truck market with, as might be expected, the Swedes' Volvo and Scania, following behind. Although Ford of Europe assembles its heavy truck, the official imports which between

them probably accounted for around 20,000 cars in 1977.

The Dutch Motor Traders' Association had forecast that registration would drop to between 560,000 and 570,000 in 1979.

But in September's Budget it was announced that car taxes will be raised in January, 1980, and this will be bound to pull forward some sales into the latter part of this year.

The new special car tax only affects cars costing over F1.10,000. Between F1.10,000 and F1.20,000 the tax will be raised from 17.5 to 19 per cent while cars above F1.20,000 will have the special tax raised from 17.5 to 21.5 per cent. Because of the additional VAT element, this really involves a 2 per cent rise in the first case and a 6 per cent jump in the latter case.

Apart from the fact that the Government needed to raise extra income, it also presented the imposition as an energy saving measure because the extra tax goes mainly on larger cars.

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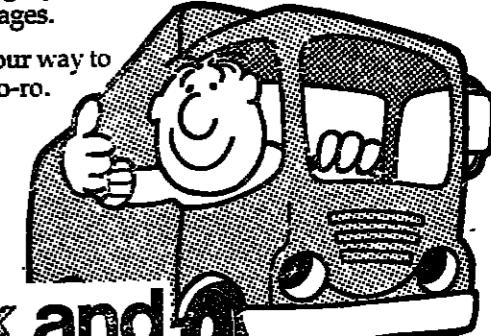
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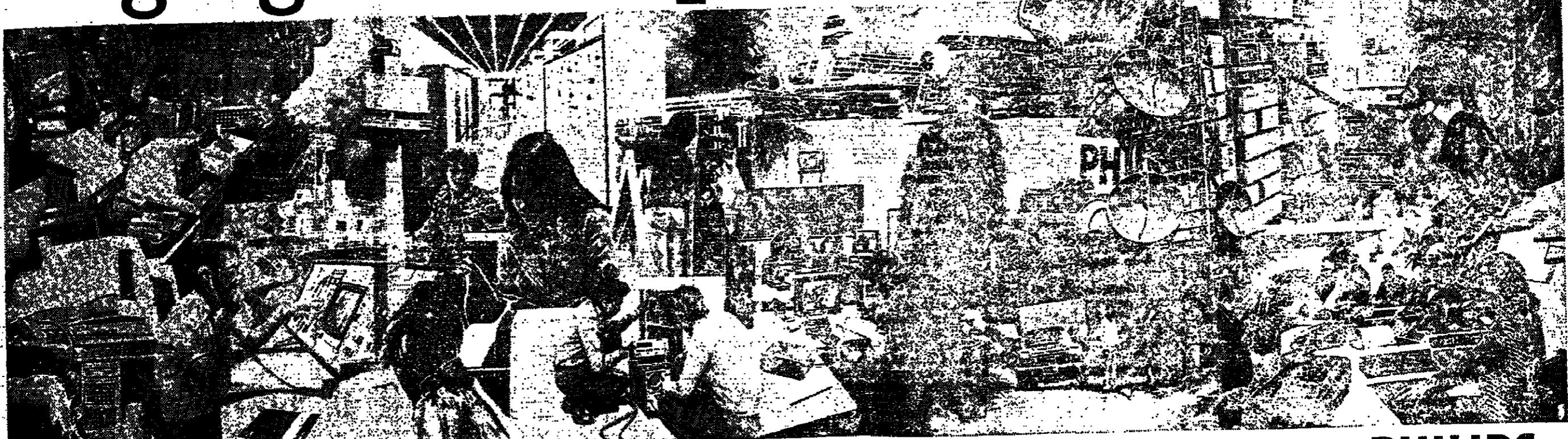
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# Highlight on Philips Telecommunications



Philips Telecommunications



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MR. FRANS ANDRIESSEN, Dutch Finance Minister, did not really enjoy the sort of welcome he received when he and his family returned from a short holiday in France this summer. Waiting for him outside his house in Blithoven was a photographer from a Dutch popular weekly.

There was little doubt why the photographer was there at that particular time: hadn't the Minister suggested on television not long before that the travel-minded Dutch ought to spend more of their holidays in their own country? And suggested that that would be a very welcome development for the balance of payments?

Though Mr. Andriessen apparently did not set too good an example for the Dutch holidaymakers himself this summer, a look at the present situation makes clear what he was worried about. An important share of the total deficit on the balance of payments can be attributed to the deficit in the so-called balance of tourist traffic (the balance of receipts from incoming tourism and expenditure on holidays outside the Netherlands).

In the past the surplus on the services balance, of which the tourism balance is an important part, had been sufficient to more than offset the deficit on the trade balance. As a result of the fast-growing deficit on the tourist balance this is no longer the case.

### Response

The government has responded to the situation by announcing a five-year-plan to promote tourism in the Netherlands. For this programme, an additional Fl 100m (£23.2m) will be spent in the period 1980-1984.

The Dutch motoring association ANWB said in its 1978 annual report that of the 8.8m Dutch holidaymakers in the past year, less than 60 per cent crossed the border. Particularly responsible for the steep increase in foreign vacation was the growing number of winter holidays.

According to official statistics, the deficit on the tourism balance amounted to Fl 4.65bn in 1978, compared with Fl 3.2bn in 1977. Revenue had amounted to Fl 2.7bn last year, while

The Economics Ministry in The Hague, which is responsible for tourist matters, is acutely aware of the serious problem that the Netherlands is no longer benefiting from the international growth of tourism.

It is recognised that far more has to be done than making simple moves such as establishing more gambling casinos (Zandvoort and Scheveningen). The importance of tourism to the Netherlands is illustrated by the fact that total expenditure on tourism in the Netherlands amounted to about Fl 120m in 1977, which is 8 per cent of total domestic consumption. Employment in the tourist sector amounts to about 200,000 man years.

What are the reasons for these rather worrying developments? Investigations have revealed two major problem areas which have contributed

## TOURISM

MICHAEL VAN OS

national "obligations" and "scarcely acceptable from a social viewpoint."

During the heat of the public discussions in the beginning of this year of what should be done about the deteriorating tourist balance deficit, a Dutch banker in Amsterdam, Mr. W. Mak of Banque de Suez, was among those who advocated inter alia a tax on foreign holidays. "The people spend too much in general at the moment. Borrowed money, that is. As for expenditure on foreign travel, one should not travel on credit but first earn the sum needed."

It is further acknowledged that reports of increasing crime in the big Dutch cities has certainly harmed the country's image abroad to some extent.

The relatively high price of Dutch holidays is primarily caused by changes in the exchange rates and in the rate of inflation. The guilder has become a stronger currency during the last few years as a result of the highly beneficial impact on the balance of payments of huge natural gas exports.

In his White Paper on tourist policy published in July, Mr. Hazekamp, State Secretary in the Economic Ministry stated: "The combined impact of these two developments in the years 1975-1978 has resulted in a substantial lowering of the purchasing power of the tourists from our most important markets. Seen from a number of the main suppliers of tourists to this country, The Netherlands has therefore become more expensive."

On the other hand, he added, this development had stimulated the Dutch to spend their holidays in cheaper countries rather than remain at home.

To alleviate some of the fears among Dutch holidaymakers and travel organisations, the State Secretary also said that although the Government would do its best to make the Netherlands a more attractive holiday resort, it was not intended to limit foreign travel by imposing foreign travel export ceilings.

Although such measures would be effective given the near impossibility to do anything about for example the exchange rates, they would be "incompatible with existing international obligations."

### Rejection

Mr. Cees van Zwijndregt, chairman of the Dutch organisation of travel companies (ANVR), immediately rejected any such plans. "If something had to be done, it would be preferable to limit the sum to be spent on a foreign holiday so that the average Dutchman can still go abroad. And make the country more attractive for incoming tourists."

Meanwhile, the tourist branch has launched a major effort to raise the standard of service. The ANVR said in its annual report: "The level of services, prices and provisions in The Netherlands should be dealt with to attract more foreigners. The bad tourist balance position could eventually threaten our prosperity."

The association pointed at the large number of Dutch (nearly 2.5m) who in the summer had visited countries such as Britain, West Germany, Belgium, Luxembourg, Austria and Scandinavia. "The falling number of domestic vacations by the Dutch last summer couldn't have much to do with the disappointing weather. One can hardly call those countries very sunny. The reason for the problems lies elsewhere," the ANVR said.

In setting out its future policy on tourism, the Economic Ministry also pointed—besides to the balance of payments picture—to the significant employment aspects. About 5 per cent of total Dutch employment is connected to the tourist industry. Calculations by the Central Bureau of Statistics have shown that—largely as a

result of the lagging behind of incoming tourism compared with the growth of worldwide tourism in the period 1973-78—there had been a direct loss of about 45,000 jobs in the Dutch tourist sector.

The State Secretary believes that the general tourist picture can be improved by concentrating the support efforts in three areas. First, by stepping up tourist promotion at home and abroad with the aim of stimulating domestic holidays for the Dutch and to increase the country's share of international tourist accommodation.

Second, to improve the relation between the price and the quality of Dutch holidays by modernising and expanding the tourist infrastructure and the accommodation. And third, by improving the quality of the service to tourists.

Starting with the budget for next year, a number of additional expenditures for expanding and reinforcing tourist policy in The Netherlands would be added, totalling a sum of Fl 25m. So nearly twice as much (in all Fl 48.4m) will be spent on tourism compared with actual expenditure in 1979.

The additional Fl 25m will be allocated as follows: Fl 2m is for promotion, Fl 3m is for the acquisition of international congresses, Fl 12.5m for the improvement of tourist infrastructure and accommodation, Fl 1.5m for interest rate facilities for determining tourist accommodation, Fl 3m for improving tourist services and Fl 1m for research.

Since the proposed policy measures are unlikely to be sufficiently successful in the short term, it is intended that the extra sum will be made available every year in the period 1980-84.



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### THE ARTS RIKKI CATE

company to conceive the couple's 20th year together as a dance team, was commemorated with a special international gala performance in Amsterdam, during which the most recent of van Dantzig's creations, *Voorbij Gegaan*, was also premiered. To satisfy disappointed public demand, the gala had to be repeated on a second evening.

Despite Holland's own increasing economic difficulties in these financially troubled times, and the belt-tightening measures of the country's Conservative administration, a total of Fl 1.86m (about \$333m) has been budgeted by the national Government for the arts in 1980. When combined with the contributions of provincial and local governments, total official support for the arts will probably reach more than twice this sum. This money is divided almost evenly between what is termed the production of "new art" (which includes subsidies and grants to working artists), and the maintenance of the old, which also includes the support of museums, monuments, and the like.

Although the new budget represents a Fl 31m increase on current expenditure, the Government is trying to cut back on its share of the total, and talks are currently underway with this in mind. It is felt, for example, that orchestras with purely local appeal should be at least 50 per cent locally supported, with the remainder of the cost divided between provincial and national authorities.

In Amsterdam, the undisputed cultural capital of the country, the thorny issue of who receives what is decided by the 75-member Arts Council, a completely independent body reformed in 1971 with the stipulation that all of its members must be actively involved in the arts in Amsterdam, and two-thirds must be working artists. A number of these were created especially for Rudolf Nureyev, a frequent guest since he first took the company and van Dantzig's experimental electronic ballet *Monuments* for a *Dead Boy*, to Sadler's Wells for the company's enthusiastically received London debut in 1968. One of Nureyev's favourite dance partners, in fact, is the National Ballet's Alexandra Radius, who, with husband Ben Ebbelaar, makes up the company's leading couple. In September, the celebrated

not required to accept our recommendations, but it is required to justify its refusals to do so."

Couzy adds that the Arts Council, which includes 12 specialist committees, has little direct involvement with Amsterdam's high-prestige cultural mammoths, such as the National Ballet, Concertgebouw Orchestra and Rijksmuseum.

"We only advise on the funding of certain special projects involving these," he points out. "We made an agreement with the Alderman for the arts that we would not have to deal with the big items so we could concentrate on the smaller ones. That's what we see as our main task."

Couzy believes that the future development of the arts lies with the increasing numbers of smaller, innovative groups, as opposed to the more staid, traditional forms—"At the moment, nothing really new is happening. There's a very dangerous attitude of complacency. I believe that one way to get things going again is through support of smaller groups."

### Example

One unusual example of this support, which also illustrates the Arts Council's laudably open-minded attitude, is the dynamic amateur theatre group, InPlayers International.

Although many of the group's members are not even Dutch, and performances are presented only in the English language, the English-language and consistent high quality of those performances, which include such daring undertakings as last year's production of the difficult Peter Weiss play *Marat/Sade*, have earned the group unstinting praise from the Arts Council's reviewers. One even went so far as to commend the group on its courage and initiative in daring to attempt to bring English-language theatre to Dutch audiences!

As a result, InPlayers receives two grants annually from the city, in spite of its lack of native roots.

It has also been awarded a number of special cash prizes for exceeding those conferred upon other more traditional amateur theatre groups. Australian Jim David, who directed *Marat/Sade*, comments: "They do cater quite well for their minorities here."

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**UK Onshore**—The group has a 50% interest in the Wytch Farm Field in Dorset. Proved reserves are estimated at 86 million barrels. Production commenced early this year and should reach 4,000 barrels per day by early 1980; development drilling is expected to bring production to a peak of 15,000 barrels per day by 1984. Other small fields currently produce 1,650 barrels per day.

#### NORTH AMERICA

**Prudhoe Bay**—Production from the Prudhoe Bay Field on the North Slope of Alaska began in mid-1977. Under a utilisation agreement Sohio has an interim entitlement to approximately 53% of the crude oil and solution gas production from the main reservoir; final re-determination of entitlements will be made in 1982. Sohio's share of the proved crude oil reserves at 30 June 1979 was 4,517 million barrels. Wholly-owned subsidiaries of BP and Sohio own respectively 15.84% and 33.34% undivided interests in the Trans Alaska Pipeline System ("TAPS"), a 48 inch crude oil pipeline running approximately 800 miles from Prudhoe Bay to a tank farm and marine terminal at the ice-free port of Valdez on Alaska's southern coast. Planned sales of interests between TAPS participants would alter these percentages to 16.05% and 33.70%, and later approximately 16.8% and 33.1%. The maximum average annual rate of production allowed is about 1,500,000 barrels per day. Production is, however, limited by the capacity of TAPS. Expansions of TAPS capacity will be achieved by adding extra pump stations. One is planned for completion this year, increasing nominal capacity from 1,200,000 to 1,360,000 barrels per day, and a second to add 60,000 barrels per day will follow. The injection of drag reducing additive ("DRA") into the oil has recently increased throughput materially and the use of DRA and one extra pump station should permit throughput of 1,500,000 barrels per day by the end of 1979. Availability of DRA supplies could, however, be adversely affected by production transportation and operational difficulties.

Sohio's share of net production from Prudhoe Bay having reached 600,000 barrels per day, BP's effective interest in Sohio increases from approximately 52% to approximately 53%. BP also has, through a wholly-owned subsidiary, rights to dividends in an amount equal to 75% of the net profits attributable to Sohio's share of net production between 600,000 and 1,050,000 barrels per day. Such net profits will commence to accrue before the end of 1979. Production from the field is expected to decline in the mid-to-late 1980s.

**Other Interests**—The group, partly through Sohio, holds leases on the North Slope, covering an area where hydrocarbons have been found and are likely to be developed. In addition to its Alaskan reserves at 31 December 1978 Sohio had estimated proved crude oil reserves of 61 million barrels, while BP Canada (65% owned) had estimated proved crude oil reserves of 80 million barrels. Sohio has agreed to acquire two companies with substantial holdings of oil and gas exploration acreage in the US Rocky Mountains.

#### MIDDLE EAST AND AFRICA

The group's only significant remaining producing equity interests in these areas are 9.7% and 14.4% interests respectively in onshore and offshore concessions in Abu Dhabi, expiring in 2014 and 2018 respectively. At 31 December 1978 the group's shares of the proved crude oil reserves in these aggregated 2,322 million barrels. The group's share of production is currently approximately 147,000 barrels per day. The group's oil and gas reserves in Nigeria were taken over by the Nigerian Government as of 1 August 1979, entailing a loss of crude oil production of approximately 275,000 barrels per day. In Egypt the group has a small share in a field declared commercial in July 1979.

**PURCHASED OIL**  
In the five years ended 31 December 1978 the group received approximately 42% of its crude oil supplies through its 40% interest in a consortium of international oil companies entitled under a 1973 agreement with the Iranian Government and the National Iranian Oil Company ("NIOC") to purchase for 20 years all oil produced from certain properties in Iran and not required for internal consumption or, within specified limits, for export. In 1977 and the first nine months of 1978 the group's purchases averaged 1.3 and 1.1 million barrels per day respectively. In connection with the change of governments in Iran supplies declined in the last few months of 1978, ceasing between 28 December 1978 and 5 March 1979, when limited exports from Iran resumed. In March 1979 NIOC declared that its future relationship with the consortium companies would be based on individual contracts. The group negotiated a contract to purchase for the nine months from 1 April 1979 450,000 barrels per day, subsequently reduced to 385,000 barrels per day from 1 July 1979. The group purchases crude oil from the Kuwait Government pursuant to a contract providing for an average of approximately 450,000 barrels per day between 1 January 1976 and 31 March 1980 and an agreement subject to negotiation for reduction, fix 400,000 barrels per day thereafter to 31 March 1985. The group has contracts with the Abu Dhabi Government for approximately 36,000 barrels per day during 1978, with the Iraq Government for approximately 80,000 barrels per day during 1979 and with the Qatar Government for approximately 31,000 barrels per day until 30 June 1981. Prices under all the above contracts are generally fixed quarterly. The group from 1976 had a purchase arrangement with the Nigerian Government for approximately 100,000 barrels per day, but the Nigerian Government terminated this with effect from 1 August 1979.

#### EXPLORATION

During 1978 and the first half of 1979 the group drilled or participated in partnership with others in drilling 14 exploration and appraisal wells in the North Sea, including 4 in Norwegian and Dutch waters. A number of wells were drilled by Sohio in

the United States. During the same period the group also participated in exploration wells drilled offshore northwest Australia, Brazil, Egypt, Gabon, Ireland and Morocco and onshore in Alaska, Canada, Egypt, France, West Germany and the UK.

#### NATURAL GAS

The group's principal gas reserves in the United Kingdom are attributable to its 100% interest in the West Sole Field in the North Sea, which commenced production in 1967. Facilities have been installed in the Forties Field and are being installed in the Ninian Field (to be operational during 1981) to permit partial commercial utilisation of associated gas. The gas reserves shown under "Rest of Europe" in the table of reserves are in West Germany, where the group acquired from Veba AG with effect from 1 January 1979 a 25% interest in Ruhrgas, Europe's largest private gas distributor. The gas reserves in Australia are attributable to its 37.5% interest in the Kapuni Field in New Zealand, which commenced production in 1970, and its 18.2% interest in the Maui Field in waters 23 miles west of New Zealand, which has recently commenced production. The group has a 16.5% interest in natural gas discoveries (currently the subject of economic feasibility studies) off the northwest coast of Australia. Sohio's reserves at 31 December 1978 included estimated proved reserves of 7.2 trillion cubic feet in the Prudhoe Bay Field, but a gas pipeline would be needed to permit commercial production. The group has a 16.5% interest in a gas liquefaction plant on Das Island, offshore Abu Dhabi, which is currently operating below capacity due to technical and supply problems, and a 31% interest in a projected liquid natural gas terminal at Wilhelmshaven, West Germany. The group has a 10% interest in a company concerned with the possible construction and operation of a gas liquefaction plant at Bonny, Nigeria. Deutsche BP (a wholly-owned subsidiary) hopes to obtain a long term contract to purchase up to 160 billion cubic feet per year of gas as liquefied natural gas from Algeria, starting in late 1985.

#### Shipping

At 31 December 1978 the group (excluding Sohio but including a 50% owned company) owned or had on bareboat charter or long term charter (initially for more than one year):

Deadweight Tonnage (dwt.)	Owned or on bareboat charter	Long term charter	Total
Up to 25,000 dwt.*	26	3	29
25,000 to 80,000 dwt.	17	10	27
80,000 to 180,000 dwt.	—	7	7
Over 180,000 dwt.	25	27	52
<b>Total numbers</b>	<b>88</b>	<b>47</b>	<b>115</b>
<b>Total deadweight tons (millions)</b>	<b>7.3</b>	<b>7.3</b>	<b>14.6</b>

\* Excluding ships not exceeding 3,000 dwt.

At 31 December 1978 Sohio had, under various short and long term charter arrangements, a fleet of tankers totalling approximately 3 million dwt., transport Prudhoe Bay crude oil to markets on the West Coast of America, the Gulf Coast and the Caribbean. Because at least 75% of the equity of a corporation owning tankers transporting Alaskan crude oil to US ports must be owned by US citizens, and such tankers must be US registered, Sohio cannot use for this purpose the ships owned or chartered by other group members.

There is serious world over-capacity in very large crude carriers ("VLCCs") and many have been laid up. The growing importance of North Sea oil has meant further decline in the group's VLCC needs. At 31 December 1978 six ships totalling 1.4 million dwt. were laid up; one has since been sold. Charters of three VLCCs totalling 0.6 million dwt. expired during 1979.

In the medium carrier class charters of five carriers totalling 0.5 million dwt. have expired or will expire during 1979. Four such carriers totalling 0.5 million dwt. have been chartered this year and the group has announced an order for the building of two new carriers, totalling 0.2 million dwt.

A programme of disposal of older and smaller product carriers was completed during 1978, but the group's requirements for product carrier tonnage continued to decline. Charters of two product carriers expired during 1979.

#### Refining

At 31 December 1978 the group had 21 refineries with total crude oil distillation capacity of 2.8 million barrels per day, 70% of which was located in Western Europe. The group also has processing entitlements at 14 other refineries, in which its share of crude oil distillation capacity amounted to 410,000 barrels per day at 31 December 1978. During the last five years the amount of crude oil refined for the account of the group was approximately as follows:

In group refineries	1974	1975	1976	1977	1978
	(thousands of barrels per day)				
United Kingdom	420	340	420	400	400
France	320	260	280	260	280
West Germany	280	240	260	260	280
Netherlands	280	180	260	240	120
Other Europe	240	180	220	220	200
Middle East and Africa	180	100	80	80	60
Australasia and Far East	180	180	180	180	160
North America	80	100	100	100	500†
<b>By other refiners</b>	<b>1,840</b>	<b>1,580</b>	<b>1,780</b>	<b>1,740</b>	<b>1,880</b>
	180	180	120	120	20
<b>Total</b>	<b>2,100</b>	<b>1,720</b>	<b>1,900</b>	<b>1,860</b>	<b>2,000</b>

† Includes 400 thousand barrels per day refined by Sohio.

#### ACCOUNTANTS' REPORT

The following is a copy of a report from Ernst & Whitney, Chartered Accountants:

57 Chiswell Street  
London EC1Y 4SY  
31 October 1979

The Directors, The British Petroleum Company Limited  
The Lord Commissioners of Her Majesty's Treasury and  
The Governor and Company of the Bank of England

Gentlemen

We have acted as auditors of The British Petroleum Company Limited ("BP") since its incorporation on 14 April 1909. We have examined the group accounts of BP and its consolidated subsidiaries ("the BP group") for the five years ended 31 December 1978.

The group income statement and movements in group reserves for the five years ended 31 December 1978, the group balance sheet at 31 December 1977 and 1978 and the group statement of source and application of funds for the years ended 31 December 1977 and 1978 are based on the audited accounts. In our opinion, these statements and the group balance sheet, which have been prepared under the historical cost convention, together with the notes thereon, give a true and fair view of the net income and movements in group reserves for each of the five years ended 31 December 1978, of the state of affairs at 31 December 1977 and 1978 and of the source and application of funds for the years ended 31 December 1977 and 1978.

Our examination of the group accounts did not extend to the unaudited group income statement for the six months ended 30 June 1978 and 1979, the unaudited movement in group reserves and the unaudited group statement of source and application of funds for the six months ended 30 June 1978 and the unaudited group balance sheet at that date and the related note (xv).

We report as follows:

#### 1. Accounting policies

The accounting policies adopted for the preparation of the group accounts of the BP group are set out below. The only significant changes made in the five years ended 31 December 1978 relate firstly to deferred taxation in 1977 for which the group income statement for the years 1974 to 1976 has been restated and secondly to the treatment of depreciation for stock valuation purposes in 1975, the effect of which is disclosed in the statement of movements in group reserves.

**Accounting Convention**  
The accounts are prepared under the historical cost convention.

#### Composition of Group Accounts

The group accounts comprise a consolidation of the accounts of BP and all its subsidiaries, including The Standard Oil Company (Sohio) for the first time in 1978, except for a number of minor companies the consolidation of whose accounts would cause undue expense and delay in presentation and whose income is insignificant. The investment in these minor companies is included in the group balance sheet with investment in associated companies.

Where accounting policies followed by subsidiaries differ significantly from those adopted for group accounts purposes appropriate consolidation adjustments are made for material items.

In respect of associated companies whose earnings are material the group proportion of the net income of those companies, including Sohio, for the years 1975 to 1977, is included in the group income statement. For other associated companies whose earnings are relatively small only dividends received are included.

**Currency Translation**  
Assets and liabilities expressed in currencies other than sterling and operating results of overseas subsidiaries are translated into sterling at the year-end rates of exchange.

Exchange fluctuations are included in the determination of income except those relating to the restatement at year-end exchange rates of:

- (a) opening balance sheets of overseas subsidiary and associated companies;
- (b) long-term receivables and finance debts (excluding acceptance facilities) in other than local currencies which are taken directly to reserves.

**Stock Valuation**  
Stocks of oil and chemicals are valued at the lower of group cost including overheads, using the first in, first out method, and net realisable value. For purposes of valuation petroleum revenue tax is treated as a cost. Stores are stated at or below cost calculated mainly using the average method.

**Pensions**

In most group companies there are pension and retirement plans, the forms and benefits varying with regard to economic conditions and practices in the countries concerned. Where funds and provisions exist, payments and charges are made on the basis of periodic actuarial assessments and where local regulations prevent the establishment of funds the cost of pensions paid is charged against income. Supplementary pension payments are charged against income when paid.

#### Depreciation and Amounts Provided

Oil production and pipeline assets principally in Alaska and the North Sea are depreciated on the unit-of-production/throughput method over the estimated recoverable oil and gas reserves including, where appropriate, provision for future dismantlement and abandonment costs. Coal properties are depicted using the unit-of-production method.

Exploration leasehold properties are amortised over the estimated period of exploration; full provision is made against the group's proportion of other exploration expenditure whether incurred directly by subsidiary companies or indirectly by associated companies except for expenditure relating to uncompleted wells and to completed wells awaiting determination of whether proven reserves have been found.

Other properties and operating assets are depreciated on the straight line method over their estimated useful lives.

**Research**

Expenditure on research is wholly written off in the year in which it is incurred.

#### Interest and Financing Costs

Interest and financing costs are charged against income but are capitalised where there is dedicated financing of major projects under development.

#### Petroleum Revenue Tax

The charge for petroleum revenue tax is calculated on the unit-of-production method and is included in creditors or deferred liabilities as appropriate.

#### Deferred Taxation

Provision for deferred taxation is made using the liability method except where it is considered that no liability will arise in the foreseeable future.

Deferred taxation is included in the group income statement for the years 1975 to 1977, except where it is considered that no liability will arise in the foreseeable future.

#### Sales and Marketing

##### CRUDE OIL

The group has for many years been a seller of substantial quantities of crude oil. Mainly as a result of the increasing volume of direct sales by OPEC countries sales of crude oil by the group have been falling, sales in thousands of barrels per day declining from 2,240 in 1974 to 1,480 (excluding sales by Sohio of 350 thousand barrels per day) in 1978. As a result of the substantial reduction in supplies from Iran and the cessation of supplies from Nigeria, the group (excluding Sohio), pursuant to provisions of the relevant contracts, has progressively reduced the amounts of crude oil sold to third party customers in 1979 and in August 1979 informed nearly all such customers that sales to them would be suspended with effect from 1 September 1979. Apart from third party customers the group has a net supply obligation to BNOC under arrangements associated with its participation agreement.

##### OIL PRODUCTS

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**4. Group balance sheet**

Figures in £ million	Notes	At 31 December 1978	1977	At 31 June 1978 (unaudited)	1977
<b>Assets employed</b>					
Properties and operating assets (iv)	6,573.3	3,342.6		8,877.8	
Investments					
The Standard Oil Company (Sohio) (v)	—	413.8	—	—	
Associated companies (vi)	456.8	382.4	465.4	—	
Long-term receivables	351.5	328.8	239.8	—	
Current assets less current liabilities	(vii)	2,305.1	2,864.5	2,764.2	—
Total assets less current liabilities	8,086.8	6,533.3	10,388.3	—	
<b>Debtors:</b>					
North Sea oil advance process (viii)	—	103.8	—	—	
Deposits and deferred liabilities (ix)	725.2	682.1	701.2	—	
Deferred taxation (x)	51.7	22.1	35.4	—	
Insurance funds and provisions	51.4	52.1	48.8	—	
Pension provisions	182.4	140.3	198.3	—	
	1,018.4	926.5	1,025.8	—	
	2,578.4	2,544.8	2,822.4	—	
<b>Financed by:</b>					
Issued capital	398.2	398.2	398.2	—	
Share premium account	189.2	189.2	199.2	—	
Reserves (x)	3,158.3	2,685.3	3,538.0	—	
Shareholders' interest	3,757.7	3,258.7	4,134.4	—	
Minority shareholders' interest	728.9	123.6	838.4	—	
Finance debts (xi)	4,179.8	2,182.5	4,008.4	—	
	8,086.8	6,533.3	8,877.8	—	

**5. Group statement of source and application of funds**

Figures in £ million	Years ended 31 December 1978	Six months ended 30 June 1978 (unaudited)	1977											
Income after overseas taxation	1,116.3	824.4	1,138.1											
Extraordinary items	—	(54.2)	—											
Depreciation	555.3	303.7	355.8											
Total generated from operations	1,712.2	1,073.8	1,542.8											
Increases in finance debts (including changes in currency values)	—	44.8	59.4											
Book amount of assets sold	31.8	44.1	21.8											
Net changes in currency values	(40.9)	(142.7)	(103.3)											
Other items	104.9	112.8	90.7											
Total other sources	94.9	59.8	88.6											
Funds available	1,807.1	1,132.8	1,511.5											
Application of funds														
Capital expenditure	930.0	618.6	438.0											
Acquisition of additional interests	102.4	—	325.5											
Investment in associated companies	49.4	72.3	12.7											
Decrease in finance debts (including changes in currency values)	251.5	—	—											
Reduction of North Sea oil advance process	193.9	183.0	—											
Dividends paid—BP shareholders	90.2	78.4	85.6											
— Minority interests	25.0	1.6	14.7											
UK tax paid (including FMT 1978-1979, 1977-80, 1978-1979-80)	241.1	36.1	207.2											
(Decrease)/increase in working capital	1,847.3	1,028.8	1,064.7											
Total application	1,807.1	1,132.8	1,811.5											
(Decrease)/increase in working capital (Decrease)/increase in stocks (Decrease)/increase in debtors (Increase)/decrease in current liabilities (excluding UK tax and prepaid dividends) Increase in liquid resources	(240.7)	(4.3)	222.6	202.6	388.0	(10.9)	183.3	(277.8)	319.9	49.3	262.0	(40.2)	103.3	546.8

Individual items above exclude the movements in respect of reclassifications and additional interests acquired:

Investment in Sohio	Additional interests acquired	Years ended 31 December	1978	1977	1978
	Six months ended 30 June 1978 (unaudited)				
Year ended 31 December 1978					
Properties and operating assets	3,012.6	180.8	201.4	—	—
Investment in associated companies	30.7	0.6	12.6	—	—
Working capital	483.6	45.1	123.0	—	—
Finance debts	(2,435.2)	(101.1)	(28.6)	—	—
Minority shareholders' interests	(552.9)	—	0.1	—	—
Other items	55.6	—	—	—	—
(Surplus)/deficit on consolidation	(129.1)	3.6	—	—	—
Reclassifications	(413.0)	—	(37.6)	—	—
	—	189.2	325.5	—	—

**6. Notes**

## (i) Interest and financing costs

Figures in £ million	Years ended 31 December	1978	1977	1976
Interest and financing costs	1974	1975	1976	1977
Interest—Long-term	27.5	27.2	41.0	64.3
— Other	51.8	71.5	111.7	129.2
Forties Field financing costs	—	4.3	23.3	15.6
	79.3	183.1	177.8	207.5
Capitalised	32.1	46.6	57.0	38.9
	32.1	46.6	57.0	38.9

## (ii) Taxation

Figures in £ million	Years ended 31 December	1978	1977	1976
(a) Overseas	1,801.4	1,312.9	1,346.5	1,277.0
Provision for governments	—	—	—	—
Other areas	—	24.2	36.2	49.3
— Current	—	15.6	(3.6)	43.2
— Deferred	—	8.6	33.5	—
	1,775.4	1,339.2	1,386.3	1,261.9
(b) United Kingdom	1,377.8	890.3	507.1	478.1
Corporation tax at 52%	—	—	—	—
— Current	—	—	—	—
— Deferred	—	—	—	—
Successors and provisions no longer required	—	—	(7.6)	(11.2)
	1,377.8	890.3	507.1	478.1
Diversions tax relief	(1,377.8)	(890.3)	(507.1)	(478.1)
Advance corporation tax	22.0	—	(5.1)	114.3
Transitional relief	(10.8)	(11.4)	(6.2)	—
	22.0	(11.4)	(5.1)	114.3
Petroleum revenue tax at 45%	—	7.6	129.4	168.2
	22.0	(3.6)	53.2	465.1
	22.0	(3.6)	53.2	524.6

Under the UK Taxation Act 1975 petroleum revenue tax is imposed on profits from production of oil and gas in the UK, its territorial waters and continental shelf and is an allowable deduction for corporation tax purposes.

In 1974 advance corporation tax (ACT) of £33.0 million was charged to income; in 1975 and 1976 ACT of £38.6 million and £41.1 million, respectively, was carried forward to be offset against future corporation tax liabilities. Of the ACT charged to income in 1974 and prior years, £70.0 million was credited to income in 1976 and similarly carried forward to be offset against future corporation tax liabilities. The Finance Act 1972 amended and extended the transitional relief provisions of the Finance Act 1965 so as to give a measure of relief against ACT.

## (c) Deferred taxation

The deferred taxation charges for the five years ended 31 December 1978 have reduced in respect of timing differences between the accounting and tax treatment of depreciation and other items as follows:

Figures in £ million	Years ended 31 December	1978	1977	1976
Overseas	12.7	(16.0)	14.7	(8.6)
United Kingdom	—	55.0	143.6	116.0
	12.7	39.0	158.2	197.2

## The potential amounts of deferred taxation comprise tax in respect of:

Figures in £ million	Overseas	UK
Depreciation	441.7	51.3
Petroleum revenue tax	—	72.0
Other items	(115.9)	42.3
	328.2	110.2
Of which provided	51.7	22.1
	328.2	108.1

ACT of £32.1 million at 31 December 1978 (£112.3 million), included in long-term receivables, has not been deducted from the potential amounts of deferred taxation.

## (iii) Extraordinary items

Fig
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## UK NEWS

BUSINESSMAN'S DIARY  
UK TRADE FAIRS AND EXHIBITIONS

Date Current Title  
Nov. 7-8 The Camping Trade Exhibition (0634 221289) (until Nov. 7)  
Nov. 13-15 Bristol Contract Flooring Exhibition (01-236 0911)  
Nov. 13-18 The All-Business Show (0852 23473)  
Nov. 20-23 International Furniture Show (01-724 0361)  
Nov. 20-23 Electronics '79 Show (021 705 6707)  
Nov. 21-23 International Exhibition for the Food and Allied Industries (0273 698281)  
Nov. 21-23 National Aids for the Disabled Exhibition (0732 59333)  
Dec. 3-7 Royal Smithfield Show (01-335 7000)  
Dec. 4-8 Broadcast Exhibition (Home Electronics) (0822 4671)  
Dec. 11-13 Automatic Testing Exhibition (02826 5226)  
Dec. 28-Jan. 6 Camping, Outdoor Holiday Exhibition and Motor Caravan Show (01-262 2886)

OVERSEAS TRADE FAIRS AND EXHIBITIONS

Current Do-It-Yourself Exhibition (until Nov. 11)  
Current Motor Show (01-734 2678) (until Nov. 12)  
Current Spanish Atlantic Trade Fair (until Nov. 11)  
Current International Food Fair—Beverages—Equipment (until Nov. 11)  
Nov. 6-10 International Exhibition for Electronics Production (01-438 1951)  
Nov. 6-8 British Columbia Business Show (01-540 1101)  
Resins and Pigments Exhibition (0737 88611)  
Nov. 9-13 "Banque '79" Exhibition at Banking Congress International Hotel and Tourist Equipment Exhibition  
Nov. 11-21 International Book Exhibition (01-540 1101)  
Industrial Safety and Occupational Health Congress and Exhibition (01-409 0956)  
Nov. 13-17 International Maritime Exhibition—EUROPORT  
Nov. 16-18 International Footwear and Leather Goods Accessory Exhibition  
Nov. 16-21 Heating, Refrigeration and Air Conditioning Techniques Extra INTERCLIMA/EXPOCLIMA (01-439 3964)  
Nov. 16-25 International Building Exhibition (01-439 3964)  
Nov. 20-23 Trade Fair for Clothing Textiles (01-734 0563)  
Medical and Technical Exhibition and Congress (01-409 0956)  
Nov. 21-27 IGERO '79 Industrial and Institutional Catering Exhibition  
Nov. 26-30 International Market for the European Diffusion of Sub-Contracting  
Nov. 27-Dec. 2 Swiss '79 Exhibition for Swimming Pools and Sporting Equipment

## BUSINESS AND MANAGEMENT CONFERENCES

Nov. 5-6 Management Centre Europe; Donald A Schön on Innovation and New Business Development  
Nov. 5-9 Crown Eagle Communications: Concentrated Course in U.S. Government Contracts (01-638 0617)  
Executive Conference: Justifying and Selecting Automatic Test Equipment (0494 33171)  
Nov. 7-9 American Tax Institute in Europe: North American Tax Planning Conference (Telex 613524 F)  
Nov. 8 Oyez/IBC: Dealing with the Press, Radio and Television—Know Your Legal Rights (01-242 2451)  
Nov. 8 Industrial Marketing Research Assoc: Chemicals For Lubricants and Functional Funds (Lichfield 23443)  
Nov. 8 IPS: Office Services (0990 23711)  
Nov. 8-9 CCC: Costs of Delays and Variations in Construction Industry—Preparation, Negotiation, and Settlement of Claims by Contractors and Employers (01-222 6362)  
Nov. 9 ESC: Food and the Law—A round-up of current requirements in the UK and EEC countries (057232 2711)  
Nov. 12-13 Seminar: International Product Liability—Avoiding Claims, Minimising Risk and Cutting Costs (01-220 2000)  
Nov. 12-16 Kepner-Tregoe: Decision Making for Senior Management (0628 38083)  
Nov. 12-23 Lamsac: Organisation and Methods (01-822 2233)  
Nov. 12-13 Oyerz/IBC: Wills and Probate (01-242 2451)  
Nov. 13 Inbucor: Focus on Priorities (01-363 3651)  
Nov. 13 Oyerz/IBC Current Cost Accounting (01-242 2451)

## APPLICATION FORM

**THE APPLICATION LISTS WILL OPEN AT 10 A.M. ON FRIDAY 9 NOVEMBER 1979 AND WILL CLOSE AT ANY TIME THEREAFTER ON THE SAME DATE.**

Applications must be for 75 shares or for 100 shares or for multiples of shares as follows:

No. of shares applied for	100 — 500	500 — 3,000	3,000 — 10,000	10,000 — 30,000	30,000 and over
Must be a multiple of	50 shares	100 shares	500 shares	1,000 shares	5,000 shares

Examples of amounts payable on application are set out at the end of the Offer for Sale.

Cheques, each application form must be accompanied by a separate cheque which should be made payable to the Bank of England and crossed "Not Negotiable—BP Shares". Cheques must be drawn in sterling on a bank in and be payable in the United Kingdom, the Channel Islands or the Isle of Man.

Offer for Sale of 80,000,000 Ordinary Shares of 25p each of

## THE BRITISH PETROLEUM COMPANY LIMITED

at £3.63 per share

payable on application—£1.50 per share By 3 p.m. on 6 February 1980—£2.13 per share

To THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND on behalf of

## THE LORDS COMMISSIONERS OF HER MAJESTY'S TREASURY

No. of shares applied for	see above	Amount payable on application at £1.50 per share	£	:	p

I enclose a cheque for the above mentioned sum, being the amount payable on application for the above stated number of Ordinary Shares of 25p each of the British Petroleum Company Limited ("BP"). I enclose to purchase that number of shares or any less number of shares in respect of which this application may be accepted upon the terms of the Offer for Sale dated 31 October 1979 and undertake to pay the final instalment in respect thereof by 3 p.m. on 6 February 1980.

I enclose a cheque to send a non-negotiable Letter of Acceptance in respect thereof, and/or a cheque for any money returnable, by post at my/our name to the first-named applicant below and to procure my/our name(s) to be placed on the Register of Members of BP as holder(s) of such of the shares allocated to me/us as have not been effectively renounced.

In consideration of your receiving and processing this application I enclose a copy of the US Prospectus relating to the Offer for Sale.

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In consideration of your receiving and processing this application I enclose a copy of the US Prospect

# FINANCIAL TIMES REPORT

Monday November 5 1979

# The North East

Change is coming to the North East but not fast enough. Companies have been attracted to the region and new jobs created. But despite the efforts being made to speed this process the underlying need is to adapt from a reliance on basic heavy industries such as coal, steel and shipbuilding to the diversified needs of the modern economy.

## Order books are short

By Anthony Moreton

Regional Affairs Editor

WITH THE sleek high-speed Inter-City 125 trains on the line it is now possible to cover the 286 miles between London and Newcastle non-stop in just under three hours. The journey is as good as any in Britain and there are few others in the world to beat it. This new service is just one example of how the latest technology is bringing the North East closer to the centres of decision-making.

A modern airport just outside the city links Newcastle not only with the rest of Britain but also with several European centres. And a motorway spine bisects the region on its way north towards the Scottish border.

Yet such evidence of modernity, and others in the steel

industry at Redcar and the great chemical works on Teesside, are surface dressing; regrettably, there is too little depth of new industry. The economic soil remains what it has been for more than a generation: a land of industries overtaken by events and on which too little has been spent.

The four counties which make up the North East—Northumberland, Tyne and Wear, Durham, Cleveland—are still the home of shipbuilding, heavy engineering, coal and steel, industries which forged Britain's 19th-century greatness but which have been overtaken by progress in countries such as Japan and Korea, not to mention West Germany, in the second half of the 20th century.

This shift is also to be seen in the area's social life as in its industry. Newcastle is a clean, attractive, well-designed city and its people are both smart and affluent looking. The Eldon Square shopping centre puts most of Britain's other cities to shame. But once you leave central Newcastle, with its university precinct, Durham, with its great cathedral and university, and some of the other main towns this is Andy Capp country with its flat caps and racing pigeons, working-men's clubs and football fervour that equals anything outside Glasgow.

Roker Park in Sunderland, Ayresome Park in Middlesbrough and St. James's Park in Newcastle are the apotheosis of that other north. Here the men gather as though there were no other game, as though the hunt-

ing pinks of show jumping and black bow ties of smokery had never been discovered by television.

What they largely gather to support each winter Saturday afternoon now is second division stuff. Newcastle and Sunderland have known better times: they have been among the princes of the game. But no longer. The glory, glory days have gone.

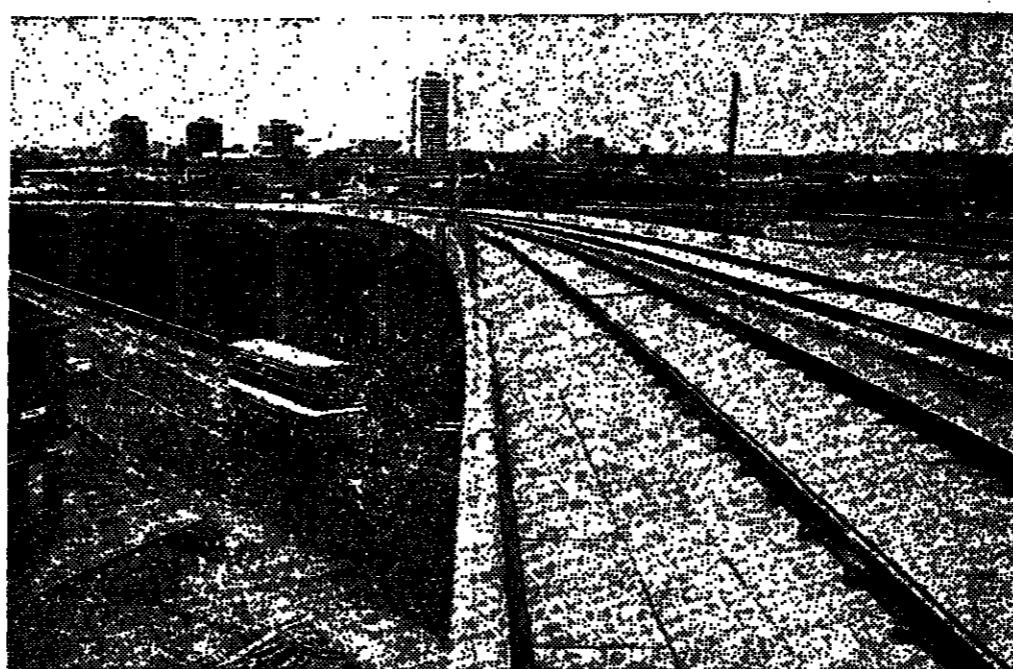
As in sport, so in life. Among the yards on the Tyne and the Wear the glory, glory days have also gone. The yards live from hand to mouth, waiting for each new order to keep going. There is little assurance. The order books are short.

This means that the associated engineering works, built to supply the adjacent yards with massive boilers and every other item that goes into a ship, are going to have an equally difficult future.

## Opportunity

Partly, that is their own fault; but only partly. The engineering side of the North East missed a marvellous opportunity to win a good share of the North Sea oil-related business that was then going. Had there been sufficient foresight to get into that trade, then the North East might not have been in quite such difficult straits as it is today. To be fair, this was not a peculiarly North Eastern problem; it was one shared by a lot of British industry.

Shipbuilding nowadays, after all, is little more than engineer-



The Tyneside Metro rapid-transport rail system is due to open next year—one of the signs of progress in the region

ing by the riverside. The old procedures of building ships from the keel up have been replaced by assembling units and then floating them off. Some works, such as Austin and Pickersgill, have been highly successful in doing this; others have been less so and have been overtaken by foreign competitors.

It is possible, for instance, to translate the techniques of shipbuilding into making modules

for the oil rigs and platforms. An assembled unit that goes into a ship can easily go into something else. But the North East has lost out on this form of diversification. Management has let an opportunity slip.

Some of the difficulties have arisen because of a shortage of skilled craftsmen, a deficiency which most of the country is experiencing. The shortage has occurred despite a good record

by many employers towards

apprentice training. British Shipbuilders, for one, takes a good complement of boys each year and other companies are equally progressive. But the lack of skilled men, combined with the general uncertainty which hangs over so much of the area's basic industry, has led to the creation of a substantial black economy.

This perhaps explains how so much of the North East enjoys a high standard of

living at a time of emerging depression. Unemployment levels in the North East are generally higher than elsewhere but the visible sights in Newcastle, Durham, Washington are far removed from images of depression. It is in the older pit villages and some of the small towns where it is clear that little has been done to bring them up to date.

Partly this seeming contradiction may be due also to the fact that the area has been able to gain a fair share of new service industries. Newcastle is a regional capital and houses many government offices.

The new towns of Washington, Peterlee and Aycliffe have contributed as well. They have managed to attract considerable new industry and provide housing of a type not easily obtainable either in the cities, with their close-packed streets of Victorian, and later, buildings. Life in the new towns is considerably prized, not only because of their amenities but also for the opportunities they give for a different life, one associated much more closely with the countryside.

Much of the area will continue to receive the highest levels of government grant even after the full re-drawing of the assisted-area map after 1982. Government aid has not been unsuccessful in the North East: new companies have been attracted and jobs have been created, especially in the new towns.

Indeed, by giving the special development areas an extra financial edge over the down- graded development areas and considerable parts of the region fall into the former category—the region may even be given an extra competitive edge.

But it is arguable that the best thing government could have done for the area was to have launched a massive re-training programme. Workers in the area simply are not mobile. One in every five employees in Sunderland—population well over 200,000—goes home for a midday meal. Many in Newcastle travel no more than half a mile to work.

## Benefit

To go from Wallsend to Washington, about nine miles, would not be undertaken on any scale even if there were adequate public transport. It is 35 minutes on the motorway between Darlington and Newcastle, but the only people who do the journey are the white-collar workers.

If past governments had pumped in large sums by way of re-training—and if this one would consider it—the result might have been of more economic benefit than the present policy of seeking to attract footloose industry. The day has gone when the world would need shipyard, welders and caulkers but, as has been proved in other parts of Britain, it is possible to re-train former miners to be assemblers in Japanese-owned factories. Such a policy might have given more economic life to Tyneside and Wearside. It is still not too late to work along these lines.



WHERE  
NEXT?

It's time to escape from the congested South East. It's time to grow... New Service Sector concessions guaranteed by the Government give you added incentive to up-sticks and away to the North of England if your business is office work, research and development, transport and communications, distributive trade,

insurance, banking—or other professional or scientific services.

Why put up with labour shortage, fast staff turnover, difficult and expensive transport—and office accommodation costs that would make anybody's hair curl?

Head North where there's time—and space—to grow.

Please tell me of the advantages for Service Sector business in the North of England.

Name \_\_\_\_\_

Position in Company \_\_\_\_\_

Name of Company \_\_\_\_\_

Address \_\_\_\_\_

*هذا من المهم*

Post to:

John L. Hobbs, Director,  
North of England Development Council,  
Dept. FT, Bank House, Carlisle Square,  
Newcastle upon Tyne NE1 6XE.  
Tel (0632) 610026 Telex: 557212

North of England Development Council

COMM

YAN HILDEBERT P  
A recently completed  
plant for the production  
of polypropylene in  
the North of England.

LINTHORPE RO  
A plant for the  
manufacture of  
polypropylene in  
the North of England.

ASHINGTON  
A plant for the  
manufacture of  
polypropylene in  
the North of England.

SANDERL  
A plant for the  
manufacture of  
polypropylene in  
the North of England.

Storey & Park  
A company engaged  
in the manufacture of  
plastics and allied  
products in the North  
of England.

# Industry in transition

INDUSTRIAL revolution is now getting under way in the North East 100 years after the first great upsurge in industrial activity produced the original mix of coal, steel, shipbuilding, heavy engineering and chemicals industries which came to dominate life in this part of the UK.

While the inevitable contraction of these industries in the face of competition from newer producers elsewhere in the developed and developing world is still resulting in the loss of thousands of jobs, a less-obvious trend over the past few years in the region has been the growth of small companies, many of them employing only a handful of people.

Of all the regions in the UK the North East traditionally has had the fewest small and medium-sized companies, mainly because the old industrial giants, and the nationalised industries which in many cases have succeeded them, were largely self-sufficient and did not need to rely heavily on outside suppliers.

The monthly reports of the North of England Development Council, the body responsible for promoting the area, now paint a somewhat different picture. Every month brings details of a variety of new clothing, engineering, plastics and other ventures which, while they may not be offsetting job losses elsewhere, are at least creating some new opportunities with potential for further expansion.

The growth of this sector is one result of the very considerable effort now being put by local authorities and other agencies in the area into wooing potential small investors with offers of a wide range of financial and other incentives.

Though efforts to attract major new projects continue, and indeed still meet with occasional success, competition for the few available developments of any size is now both intense and international. One of the few big schemes with a high labour potential which the North-East has been able to secure this year is a proposed Findus meat processing plant which is likely to go to Long Benton in Newcastle and to employ more than 1,000 people.

Another reason to spur local initiatives is that some projects attracted in the past have run into problems.

The past year has seen Courtaulds close down with the loss of 1,600 jobs and an acrylic yarn plant opened in the late 1960s and expanded twice. In this case, the expansion was overambitious and the company has returned to its original

acrylic yarn base in Yorkshire. Other high fliers which have cut back on activities expanded in the past 10 years include Wilkinson Sword, the razor blade company which sacked almost one third of its labour force at Cramlington earlier this year, and Lonrho, which has scaled down the household textiles plant it took over from Brentford Nylons, again at Cramlington.

The hope shared by all the various bodies involved in industrial promotion in the North East is that the growth in small companies will give the area a much broader industrial profile and so make it much less vulnerable to problems affecting basic industries such as steel and shipbuilding.

Even where individual industrial sectors are concerned there can also be safety in numbers, as Mr. Mel Hague, Executive Director, Planning for Tyne and Wear, points out:

"Around 2,000 jobs were lost in the county as a result of the Burton group's decision to rationalise the manufacturing operations of its Jackson the Tailor subsidiary. Around 40 new clothing companies have been set up, however, over the last two to three years, and have helped to absorb the labour force."

## Encourage

Tyne and Wear county itself has sought to stimulate the growth of local enterprises through the provisions of its own Act of Parliament. This gives it powers to use rate funds to build small factories, make grants and loans to businesses and to carry out environmental improvements.

So far, the county has designated four industrial improvement areas in older areas where factories have become run down. The schemes, on which about £1m a year is spent, are designed to encourage private companies themselves to spend money on improving their premises to create better and generally more attractive places of work.

Newcastle City, one of the metropolitan districts within Tyne and Wear, also has about £1m available for industrial assistance in the current year and is again concentrating most of its attention on aiding smaller businesses. Durham, too, has its own legislation dating back to the 1960s enabling it to assist industry, and a variety of schemes are also offered by the counties of Cleveland and Northumberland.

Other assistance to small companies is available from the

National Enterprise Board's northern office in Newcastle which has recently entered into special arrangements with the Midland Bank to provide capital for new ventures. Most new projects big and small will also qualify for the various Department of Industry incentives.

But although the machinery for promoting new development in the North East is now more comprehensive than ever, it will yet be able to prevent further substantial rises in unemployment from the present figure of 117,000 (including Cumbria) when the present world recession begins to bite even harder next year.

Rundown over the past few years in the region have been running at about 20,000 per annum and in the first nine months of this year amounted to 16,000. Significantly, despite 38,000 job losses in the past two years, the unemployment total for the region was almost the same in October this year as in October 1977, suggesting that at least enough jobs were created to balance those lost.

Unemployment in the North was 28 per cent higher than the national average in early 1978 but is now 35 per cent higher. The number of unemployed in relation to vacancies is five times higher, too, in the North than in the South East and double the national average.

In mining, the National Coal Board has invested about £125m in the North East since 1974, much of it in opening up new seams under the North Sea. The area's 28 pits lost about £20m last year however, and reduced returns from the profitable open-cast sector left a net operating loss of £300,000 for 1978-79. This year there has been a significant improvement in output by the area's 34,000 miners, and strong demand from the coalfield's main customer, the electricity supply industry.

Demand for the coking oil produced in Durham has been hit however by the steel industry's prolonged recession and by the British Steel Corporation's decision to rely on imports of very cheap Australian coal for the bulk of its requirements at the massive new Redcar blast furnace, commissioned recently.

The Redcar plant, at Teesside, is Europe's biggest blast furnace, with a capacity of 10,000 tonnes a day. This 2400m project, together with the associated Hackney basic oxygen steel-making plant with an annual output of almost 5m tonnes a year, makes Teesside BSC's most important single site. How-

ever, it represents only a part of the steel expansion at one time proposed in the area.

The inevitable consequence, too, has been the closure of older works in Middlesbrough, Hartlepool and most recently the plate works at Consett, with a loss altogether of several thousand jobs. The completion of the Redcar scheme also poses a threat to the remaining blast furnace and steelmaking operations at Consett which currently employ about 4,500 men.

In shipbuilding, the North East escaped the worst of the cuts announced by British Shipyards in August, though some 550 jobs cuts at the North Sands yard in Sunderland were announced nevertheless.

The North East was affected earlier in the year, too, by closure of the Harworth Hill Yard in Middlesbrough.

## Ability

While world capacity remains the major problem in shipbuilding, the North East has managed in the past month to secure several new orders. However, the region's yards are in need of further orders if employment is to be secured even for the reduced labour force.

In heavy engineering, this year has seen the closure of Vickers' Scotswood plant with the loss of 750 jobs and there has been rationalisation elsewhere as well. The North East traditionally has been a major supplier of electricity generating equipment and its ability to compete in this market and in the likely expansion of the nuclear power industry has been strengthened by the merger of Clarke Chapman, Reynolds and Parsons to form Northern Engineering Industries.

The future size of the heavy engineering industry in the North East will almost certainly depend, however, on its ability to win orders in export markets against very strong competition.

The development which could outweigh all other considerations in the long-term is micro-processor technology which will inevitably force on companies, big and small, changes both in processes and products. Here there are signs that the North East has been at least as alert as any other part of the UK in seeking to understand the implications and to anticipate the moves that will be needed.

Along with most other parts of Britain the North East has lobbied strongly for selection as the base for one of the four Immos plants which are to be set up to manufacture very large scale integrated circuits

in the UK. Recently, it has been announced that the area is on the short list and, given its very high rate of unemployment and the jobs such a project would bring, it would almost be surprising if the North East were not successful.

Equally important, however, is the use which the region's industries make of the new technology, and to promote the application of micro-processors a special unit, the Micro-processor Applications Research Institute, has been set up by Tyne and Wear in conjunction with Newcastle University.

The institute began work earlier this year and is now undertaking research on behalf of five organisations. A conference on micro-processors which the institute is holding this week in Gateshead is expected to be attended by senior directors of more than 70 companies.

It is in involvement in new industries of this sort as well as to the rationalisation of its older industries and growth of small and medium-sized businesses that the North East is now looking. The aim ultimately is to arrive at a much more balanced economy and as Dr. John Bridge, head of Industrial Development at NEDC, points out, considerable progress has been made.

The pharmaceuticals and toiletries industry is just one area, he says, where the North-East has built up a strong representation in a short period.

Rhys David



## Industrial sites in Sunderland...

Sunderland was one of the first towns in Britain to initiate the concept of industrial estates to diversify its industry, the first estate being built in 1937.

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Sunderland is a Special Development Area, able to offer the maximum rate of incentives to incoming or expanding industry.

The Borough Council's advisory service helps industrialists seeking to expand into the area or those wishing to initiate an industrial project for the first time.

Contact Barry Syrett, Industrial Development Officer, Civic Centre, Sunderland, telephone (0783) 76161 extension 153, telex 537037.

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## Prices spiral affects chemicals sector

THE NORTH EAST is one of the major centres of UK chemicals production — estimates suggest that the area accounts for at least a third of the chemical industry's total investment in Britain.

Most of the chemicals majors have sites in the North East at Tyneside, Teesside or Humberside. ICI has a huge complex at Wilton, BP Chemicals has plants at Hull, there is Monsanto at Seal Sands, British Steel Chemicals at Port Clarence, Fisons at Immingham, Rohm and Haas at Jarrow and Seal Sands at Saltburn.

These and many other chemical companies contribute substantially to the region's prosperity. For chemical producers make up one of the most successful sectors of British industry and are likely to continue doing so—despite the sometimes noisy anxiety about cheap U.S. imports and steeply rising raw material costs.

Last year, total chemical exports rose 10 per cent to £4.2bn which meant the industry accounted for 36 per cent of the UK's trade surplus in manufactured goods.

In 1978 the British chemical industry's capital spending was running at just over £1bn and in the three years to 1981 it is expected to invest a further £570m in fixed and new working capital. A substantial share of this is certain to go to the North East.

And although chemical companies are capital rather than labour-intensive they still do much to boost employment in the area through the opportunities they offer to the construction industry. Yet whether they will continue to do so in the North East is coming increasingly into question.

Two opposing factors are likely to dominate the further development of the North East by the chemical industry during the next few years. The first — highly favourable to the region's future — is the proximity of North Sea oil and gas which are both capable of providing vital raw materials for chemicals production.

The chemicals industry,

throughout Europe, has been having a tough time with its gas and oil-based feedstocks during the last year or so. The revolution in Iran and the subsequent halting of Iran's oil exports has driven up the price of naphtha — the oil-based raw material used in making a wide range of chemical products from plastics to solvents — to unprecedented heights.

At the same time, the chemical industry has become more and more aware of the advantages of using gas rather than naphtha as a feedstock. But gas supplies from the North Sea to the chemical complexes of the North East offer both security from the delivery point of view and, in some cases, the opportunity to introduce cheaper, more efficient methods of production.

## Cost

There is even a possibility that some of the gas from the southern North Sea could be piped directly to Humberside or Teesside for use as a chemical feedstock. The investment required for a project of this type would be considerable but, as the cost of all forms of energy rises, it could become more and more of an economic proposition.

But the drawback to these rosy prospects of attracting even greater chemicals investment to the North East is the appalling record of the construction industry — particularly on the building of chemical plants and particularly in the North East. The list of chemical plants that have suffered from delays and from soaring costs during construction is a long one, headed by ICI's Olefins 8 — the group's new ethylene plant at Wilton on Teesside.

The Wilton plant was started at about the same time as a similar ICI ethylene project at Corpus Christi in Texas and the group put in a single management team to oversee both building programmes. The Corpus Christi plant was finished on time and on budget; that at Wilton is running two years late on completion — it has still not come on stream — and the cost of building it has doubled, from £100m to £200m.

Construction groups such as William Press, which is currently one of the main contractors for the building of an ICI terephthalic acid plant at Wilton, point out that the chemical companies themselves are sometimes partly responsible for the delays.

It claims the chemical groups often make too many last-minute design changes and they tend to put pressure on contractors to hire more men without assessing whether or not this will really lead to improvements in speed and efficiency.

Yet the picture is not entirely bleak. Last month Sanderson Projects, a design and engineering group, completed a film chemical intermediates plant at Teesside for Seal Sands Chemical. The project was very small compared to giants like Olefins 8 but it was put up in record time and by the scheduled date.

Further investment in the North East is likely to be needed over the next few years if the chemical industry itself is to maintain previous employment levels. The energy crisis and other external market influences are forcing some of the big chemical groups to streamline their businesses and this has an inevitable impact on employment.

ICI is planning to cut 1,200 jobs over the next three years at its petrochemicals division on Teesside — a reduction of about 4 per cent a year. The group announced last month that even bigger reductions would have to be made in the workforce at its fibres division which has its headquarters at Harrogate.

Monsanto's decision to pull out of the nylon fibre business in Europe has also affected the region. The closure of the group's two plants in County Durham will result in the loss of 560 jobs.

Hard effort will be required if the North East is to maintain and increase its share of the UK's wealthy chemicals industry. But the opportunity for further chemicals expansion in the region is undoubtedly there.

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Total Project Cost £500,000	Total Project Cost £500,000
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## THE NORTH EAST III

## Foreign groups invest

JOLLY atmosphere of last factory openings was missing day Aladdin Industries opened their North-East factory.

Apart from uttering the usual platitudes, the company chairman laid into British Industry with a vengeance. The opening was two months late because no fewer than 17 suppliers failed to deliver on time — hardly an auspicious introduction to the North East, and the men from Aladdin's Nashville headquarters were not slow to let their views be known.

But today it is a very different story. Aladdin have just moved their main UK offices up to Hartlepool and are planning an expansion that should increase their 350 labour force by nearly 60 per cent over the next three years.

Aladdin are one of the successes featured in a promotional film about the North East and the company's executive director Alan Sanders has no

hesitation in recommending the region to other American firms.

Apart from the initial problems and the occasional delay in securing specialist tools, Aladdin finds the North East an ideal location.

"There is still a widespread ignorance about the North East, and not only abroad. We have this unfortunate slag heap image, although it is a region that has a lot going for it."

Another of the enduring myths is that because the North East workforce is relatively highly unionised, labour relations are bad.

"I find, and many other managers I speak to say the same, that industrial relations are excellent. Industrial relations is not a matter of geography it is a matter of the relationship a management has with its workforce," said Mr. Sanders.

Mr. Sanders' enthusiasm for the North East comes as no

surprise to Mr. Malcolm Campbell, the North of England Development Council's publicity chief.

"We find that companies which come to the North East are usually very pleasantly surprised by both the industrial climate and the environment. It is not at all unusual to find that a company will make an initial investment which is so successful that, over the years, the factory doubles or trebles in size," said Mr. Campbell.

## Typical

Few firms have such a troubled start but otherwise Aladdin, who make 8m vacuum flasks a year at their Hartlepool factory, is a fairly typical example of the overseas companies which have opened factories in the North East.

A recent survey by the NEDC found 129 factories owned by

parent companies from 15 countries.

Almost two thirds of the factories were owned by North American firms, a third had European parents, four Australian, one Japanese and one from Hong Kong.

Overseas investment in the North East stretches back to at least the inter-war years when Cincinnati's Proctor and Gamble bought the old established Newcastle soap manufacturers Thomas Hedley. Most overseas subsidiaries have, however, moved to the region in the last decade.

Nevertheless, the North East still has fewer foreign-owned companies than most other areas of the country and the region is still far too dependent on its declining heavy industries. As might be expected in a region that for many years has had the longest dole queues in Britain, the need to find more jobs is a powerful incentive to the NEDC and industrial

promotion departments of the local authorities.

Although firm figures are not available, foreign investment in the North East must have produced something in the order of 100,000 jobs and brought a number of other benefits. The newcomers have in many cases bought new technology, new management attitudes, more aggressive marketing and forced indigenous industry to buck-up their ideas.

The diversity of the new industries (which include electronic components, toiletries, watches, pharmaceuticals, and even Coca Cola) makes generalisation difficult, but it is noticeable that they tend to be more successful than local companies.

The firms who have come to the North East include such well-known names as Alcan, Phillips Electrical, Electrolux, Hilti, Addressograph-Multigraph, Black & Decker, Burroughs Machines, Caterpillar Tractor Co., Formica, Levi Strauss, 3M, Monsanto and RCA.

The NEDC and the local authorities have few doubts about the benefits of foreign investment in the regional economy, but there is a degree of suspicion among the trade unions and to an extent the general public, who often suspect that some foreign companies might only come to the region because of the regional grants system.

There have been a few well-publicised closures, but the understandable fear that one of the more remote branches of a firm will be the first to be axed when times become hard has not been borne out in the North East.

Jobs in multinational subsidiaries have been, if anything, more secure, perhaps because the multinationals' more dynamic character enables them to adapt more easily.

Roger James

## The battle to maintain jobs

THE BUSTLING, prosperous atmosphere of Newcastle-upon-Tyne city centre does much to disguise the fact that it is the capital of a region which has the highest unemployment rate in Britain.

Beyond this exterior, however, it is the battle to retain existing jobs and attract new ones to the North East which dominates the thinking of trade union officials and their friends on the region's predominantly Labour-controlled local authorities.

The unemployment rate in the Northern region (which does not cover the North West) is currently 7.8 per cent compared with an average UK figure of 5.3 per cent. But although this is the highest regional rate for anywhere except Northern Ireland it still diverts attention from the real depth of the problem.

Unemployment rates in some parts of the North East are much worse than the regional average. Measured in terms of unfilled vacancies, for instance, there are something like 27 unemployed people to every vacant job in the South Tyneside district.

A study by Tyne and Wear County Council earlier this year showed that in Gateshead, Newcastle and Sunderland about 18 per cent of unemployed men had been out of work for more than a year. Through the county as a whole 27 per cent of unemployed men and 17 per cent of women had been seeking work for more than six months — although even these figures on long-term unemployment are a slight improvement on earlier ones.

It is no surprise that, against such an unemployment picture, the potential impact of the Government's restrictions on public spending are being

viewed by trade unionists in the engineering and related industries and companies in the region, like other major industrial centres, are now working to recover the losses caused by the recent national dispute in the engineering industry.

Another aspect of industrial relations in the North East which has attracted much interest in recent years is the question of who should operate Tyne-side's new prestige Metro rapid-transit system, the first section of which is due to open next year.

At one stage disagreement between busmen and railwaymen threatened the whole project but it is hoped their differences have now been resolved.

Many of the industrial battles on Tyneside are over attempts to preserve jobs in an area of difficult employment prospects. Many jobs in the region depend either directly on public money or through public sector employment or through government assistance to industry.

Trade union leaders and councillors have no confidence that the Government's efforts to stimulate private investment are likely to particularly benefit a region which, in the words of Mr. Jim Gardner, chief executive of Tyne and Wear County Council, has traditionally had to depend on public investment simply to maintain its existing position.

Local authorities in development areas, says Mr. Gardner, have had to live with cuts before under both Conservative and Labour governments. "But this is the first time we have never been able to see an eventual end to the cuts, and the first time all the factors have combined to inhibit us from redressing locally what government is doing nationally."

Alan Pike

A £22m order for one of two new 105,000-tonne oil tankers for BP was won for the Swan Hunter yard at Hebburn, on the Tyne, last month. In the same week Sunderland Shipbuilders on Wearside gained orders for two 65,500 tonne bulk carriers for Buries Marles and a 31,000-tonne bulk carrier for Hong Kong.

A month earlier Sunderland Shipbuilders had won orders for two bulk carriers and these combined developments will safeguard many shipbuilding jobs in the region for the next two years.

A high proportion of redundancies this year have been in

## Metro system takes shape

BY THE MIDDLE of next year, barring unforeseen circumstances, Tyneside will join Merseyside and Glasgow on the select list of British centres outside London which can boast a metro rapid-transit rail system.

At a cost of about £280m at current prices, the area will be acquiring as the system is progressively opened a track network 34 miles long, including 26 miles taken over from British Rail, and 41 stations running along both banks of the Tyne as far as South Shields and Tyneside and extending north to Gosforth.

The system will cross the Tyne on a new bridge and serve six underground stations—five in Newcastle and one in Gateshead—on the four-mile long tunnelled sections. There will be seven Metro-bus interchanges where passengers from other parts of the area can join the system. Another reconstructed station at Heworth which will serve as the principal interchange with the British Rail network is due to open today.

The scheme, on which work started in 1973, represents the biggest transport project currently under way in the UK and the lessons it offers are going to be observed with considerable interest by other similar cities in the UK and elsewhere, which aspire to underground rail links.

The Tyneside Metro was conceived in response to a land use and transport study of the area in the 1960s which pointed to

the poor integration of existing public transport, increased road congestion and the existing system's failure to keep pace with modern requirements.

According to Mr. David Howard, Engineering Director (Metro) of the Tyne and Wear Passenger Transport Executive, the new system is specifically designed to counter these problems. "Public transport in the area has been mainly directed towards the centre but with the Metro people will now be able to move easily across the central area."

## Accessible

People are expected as a result to be willing to travel more widely throughout the area instead of using public transport mainly for local journeys. For example, jobs in the office complexes which have developed to the north of Newcastle are expected to become much more accessible to people living south of the river.

The frequency of the services—every three minutes in the central area—and the planned integration of the system with the bus services will make it possible to eliminate some cross-bridge bus routes, and this in itself is expected to improve the circulation of other traffic.

Mr. Howard points out that the system will also make better use of manpower, with a two-car Metro train on one-man operation able to carry 600

passengers compared with fewer than 100 in a bus. Electric traction also offers energy savings over diesel-operated buses.

Local politicians also see a spin-off in terms of industrial and commercial development.

"New developments are already being sited close to the stations on the system," Mr. Michael Campbell, leader of Tyne and Wear County Council, points out.

The question which is also being asked, however, is whether the hoped-for benefits from the system represent good value for the very large capital cost that has been incurred.

The project has dominated transport spending in the region and other developments, including new road schemes, the roads lobby is quick to point out, have been relegated to the duration of Metro construction.

The Metro, originally costed at £66m in 1972, was nearly stopped in the last round of public expenditure cuts required by the International Monetary Fund in 1976 and was subject to a nine-month re-appraisal by the then Transport Minister and the imposition of a new expenditure ceiling.

Since then costs have continued to rise but, not surprisingly given current public expenditure cuts, a request by Tyne and Wear for a relaxation of the ceiling on Metro

capital expenditure eligible for grant purposes—£16m in 1975, plus to take account of inflation cost over-run was turned down in September by Mr. Norman Fowler, the present Minister. At current prices the eventual overspend is likely to be about £40m.

The main increase—nearly £9m—is attributable to British Rail, which as well as incurring extra costs itself has also imposed costs on the Passenger Transport Executive as a result of difficulties it has had in supplying equipment and manpower for construction work.

The timetable for completing the line to South Shields has also recently had to be put back two years because British Rail has been unable to persuade its trade unions to sanction the use of contract labour.

The council has now decided to make up the shortfall by leasing Metro cars up to a value of £18.1m, at a cost of about 1.5p on the rates over a period of 10 years.

While schemes of this sort might fail, however, the success or otherwise of the system will depend ultimately on the number of fare-paying passengers it can attract. The PTE's estimate is that new traffic initially will be about 3 per cent, increasing as other sections are brought into commission up until 1983.

Rhys David

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# INTL. COMPANIES and FINANCE

## Earnings rise sharply at Can Pac Investments

BY ROBERT GIBBENS IN MONTREAL

NET income at Canadian Pacific Investments (CPI), the main rail holding company of the Canadian Pacific group, rose by 60 per cent to C\$280.3m, or \$4.73 a share, in the first nine months of the financial year, from \$1.61m, or 52.99 a share, in the same period last year.

A surge in profits from the metal, forest products and steel and metalworking subsidiaries accounted for most of the improvement. Prospects for the fourth quarter are good, the

company says. CPI controls such major Canadian primary producers as Cominco, Great Lakes Forest Products and Algoma Steel. Income from iron and steel rose to C\$48.6m, from C\$29.2m. One of the subsidiaries earning less in the first nine months was Fording Coal—because of higher operating and maintenance costs. The company ships mainly to Japan.

Hotels, under pressure for the past two years, did a little better,

but the general insurance subsidiary had lower income because of strong competition. Income from the oil and gas subsidiary was also down slightly. Higher earnings from Marathon Realty Company reflected property sales and a rise in building and land rents.

Net income for the third quarter was up 80.9 per cent to C\$103.3m, or C\$1.64 a share, from C\$37.1m, or 94 cents a share.

Mr. Robert D. Kilpatrick, President of Connecticut General Insurance, one of the largest U.S. insurance companies, has reported a drop in third quarter earnings from \$78.3m to \$63.7m.

Travelex Corporation has disclosed third quarter income up from \$66.9m to \$113.6m. Travellers said that its third quarter rise included a significant investment gain of \$3.8m compared with a loss of \$1.5m a year ago.

Mr. Edward J. Murphy, President of Connecticut General, said that while the life and health annuity operating division had reported strong earnings gains, property and casualty earnings continued to be depressed.

He added that these results were severely affected by extraordinary catastrophe losses during the third quarter. Hurricane losses had totalled about \$21m.

For the first nine months Connecticut reported net income of \$179.5m down from \$189.4m, excluding realised investment gains of \$8.7m compared with just under \$1m a year ago.

Travellers said that it intends to repurchase up to 2.5m of its common shares, in the open market and negotiated transactions, but that the timing will depend on regulatory approvals and market conditions.

### Come-by-Chance deal talks suspended

BY OUR MONTREAL CORRESPONDENT

PROTRACTED negotiations between the receiver for the bankrupt Come-by-Chance oil refinery in Newfoundland and First Arabian Corporation, a Luxembourg-based company controlled by Kuwait and other Middle East interests have been ended for the time being. The receiver, Peat Marwick and Co., said the significant progress had been made on First Arabian's \$232m proposed acquisition package, but now the opportunity should be given to others to make proposals, too.

The reason for ending the talks with First Arabian was not immediately clear, but the receiver indicated that the refinery, if started up again, might be unprofitable.

Kleinwort Benson the British bankers are heavy mortgage holders on the shut down refinery.

It is estimated it will now cost around C\$100m to bring the refinery back into production, against the C\$30m estimated when First Arabian made its proposal a year ago.

The refinery was built about six years ago by the Sheahen interests of the U.S. and apart from some severe start-up problems, the operation was caught short by the 1973-74 oil crisis.

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Monday November 5 1979

## Further EEC court move to stop lamb ban expected soon

BY MARGARET VAN HATTEN IN LUXEMBOURG

THE EEC COMMISSION is expected to open further court proceedings against the French Government this week, possibly seeking an immediate temporary injunction to prevent further import controls on British lamb, unless France makes a last-minute declaration that no more curbs will be imposed.

The Commission last Wednesday authorised Mr. Finn Olav Gundelach, the Farm Commissioner, to open new proceedings, amid mounting pressure from other EEC states, led by the UK.

The European Court of Justice ruled two months ago that the French trade restrictions are illegal. One of the founding precepts of the Community is the unwritten understanding that member states will respect the Court.

But neither the Court nor the Commission has any power to enforce court decisions directly.

Therefore the only means of bringing further pressure on the French appears to be the opening of fresh proceedings, in which an injunction could be granted immediately, even though the case might take some weeks to come to court.

It is possible, though unprecedented, that the French might again ignore a Court of Justice ruling.

Last week Mr. Gundelach delayed legal action, saying he was confident the French were about to move voluntarily, and that he did not want to force the issue. However, no statement has yet been forthcoming from Paris, and if none is issued within the next day or so, Mr. Gundelach may be forced, however reluctantly, to act.

The French have been resisting the courts ruling in the hope of speeding negotiations to include lamb in the Common agricultural Policy, with the

British taking a particularly hard line against French demands that the Community finance help for their sheep farmers.

The Commission and the other seven member states have softened considerably towards the French within recent weeks, and appear ready to consider some form of compromise, although they still insist that the legal point must be cleared up separately.

In Strasbourg this week the European Parliament is expected to begin an attack on farm spending when it holds its first full-scale debate on the Community's 1980 budget, a subject expected to launch the new directly-elected body into its first big clash with the Council of Ministers.

The Parliament's budget committee will present for decision by the full chamber its proposed amendments to the draft passed to it by the

Council. These amendments are a direct challenge to the Council in that they reverse most of the changes made by Ministers to the Commission's original Budget proposals earlier this year.

The committee is recommending a 5 per cent cut in farm spending, an unprecedented move for the Parliament, and an increase in spending on regional, social and energy policies.

Because of the relatively small amount of money involved in these changes the committee's proposals could not substantially alter the budget's heavy bias towards farm spending, but they are significant at head-on attack on the power of the Council.

As such, they may gain support from the farmer-oriented Centre-Right parties which dominate Parliament, though unlikely to be approved without some watering down.

## Microchip support scheme cut

BY JOHN LLOYD, INDUSTRIAL STAFF

THE CASH allocation for the Microelectronic Industry Support Programme (MISP) has been cut by at least £15m, and possibly £25m.

The programme was set up by the last Government with a £70m budget to encourage the development and use of semiconductors.

The £10m in doubt represents a contingency fund, which may now be spent on an independent project, such as the developing field of optoelectronics.

It is thought that three schemes now awaiting support under MISP will receive aid. These come from General Electric, Ferranti and Plessey, each making a claim for about £10m over the next few years.

Other bigger projects are thought to have been withdrawn, mainly for reasons other than their inability to attract

Government support.

The U.S. company, National Semiconductor, is also likely to receive aid of about £1m for its £50m expansion programme in Greenock, where it has a small semiconductor plant. Much of that aid, however, will come from money available under Section 7 of the Industry Act, with a small additional sum from MISP.

A second Government-supported operation, the Micro-electronic Applications Programme (MAP), has retained its original £55m budget intact, after a review. About £15m of the budget has already been spent, and a further £5m has been committed.

MAP has two purposes — to increase awareness of micro-electronic technology and its uses in UK industry, and to support projects and innova-

tions with consultancy advice and small grants.

Officials believe it has had some success in both areas, and that it compares favourably with what other European Governments are doing.

Recent surveys suggest that in the past year, the number of UK companies which know about the latest developments in microelectronics and intend to adopt the technology has grown from 5 per cent in 1978 to 17 per cent. The proportion of companies which was merely aware of developments, but had no plans, has fallen from 45 per cent to 33 per cent.

Among the top 1,000 UK companies, the proportion with active plans to exploit micro-electronics is 23 per cent (compared with 8 per cent last year). The proportion "merely aware" is 27 per cent (22 per cent last year).

Between 80 and 90 of the projects are likely to be put into commercial practice.

## Labour centre shuns 'monitoring'

BY RICHARD EVANS, LOBBY EDITOR

MODERATE LABOUR leaders yesterday sharply rejected the latest attempts by militant Left-wingers to exert substantial control over Cabinet members and MPs on the party's return to office.

The plan, which includes a suggestion that the work of Cabinet Ministers should be monitored by a team of back-bench MPs, was described as "ridiculously impractical" by one member of the Shadow Cabinet.

Nevertheless, the proposals drafted by the Labour co-ordinating committee at a rally of Left-wing activists in Manchester, will be pushed hard in the coming year as the party's structure and organisation is reviewed, and they will underline the growing differences between Right and Left.

The Left's five-point plan would also involve the re-selection of Ministers by Labour MPs in a ballot: the vetting of major policy statements by MPs before presentation to Parliament; abolition of the Prime

Minister's power to appoint to nationalised industry boards and other bodies; and the keeping of a register on MPs' voting records.

The beleaguered Mr. Callaghan and his moderate colleagues faced criticism on two fronts at the weekend, first from the Left-wing activists for not implementing the recommendations of the party conference, and also from Mr. Reg Prentice, the former Labour Minister who is now Minister responsible for the disabled in Mrs. Thatcher's Government.

Mr. Prentice issued a public challenge to Mr. Callaghan to "stop waffling" and put up a real fight against the Left, or quit the leadership. He also urged his former colleagues on the right of the party to follow his lead and defect to the Conservatives.

He said in a speech to Scottish Conservatives on Saturday that the Left could not be faulted for advocating a Marxist society. "The guilty men are the trembling jellyfish on Labour's Right-

wing. In recent years those that have been prepared to fight can be counted on the fingers of two hands," he added.

Mr. William Rodgers, Shadow Defence spokesman and one of the most militant Right-wing leaders, scornfully rejected Mr. Prentice's view in a BBC radio interview and argued that moderates must stay to ensure that the Left did not capture the party.

He remained convinced that there was plenty of room for a moderate Labour Party between the extreme policies of Mrs. Thatcher on the Right and Marxists on the Left, and it was this sort of party that most Labour supporters wanted.

He described the monitoring of Ministers' performances as a group of MPs as "a lot of nonsense," and it must not be assumed that the point of view of the Left, articulate though it was, represented the majority attitude in the party.

Mr. Prentice's call for defectors to the Conservative Party is unlikely to be fulfilled in any

numbers, but some members of the Shadow Cabinet are increasingly worried that moderate MPs could become sufficiently disenchanted with Labour Party squabbling to resign the whip and sit as independents.

Many back-benchers are openly despairing about the prospects for unity but they are awaiting the outcome of the commission of inquiry in the hope that a satisfactory formula for party reform can be hammered out that would maintain the influence and independence of the Parliamentary Labour Party.

The next move in the internal conflict will come on Thursday when the National Executive Committee meets. The main item on the agenda is the choice to be made for two important party posts, but the Left-dominated committee is also likely to discuss the pressure from the Shadow Cabinet and the PLP for increased representation on the inquiry. The signs are that the reply will be a polite but final rejection.

He argued that exposure of drafts in advance of a Bill's first reading should be published, giving the opportunity for interested parties to make representations.

Sir Alex Jarratt, chairman of Reed International, who will be a speaker tomorrow, may try to remove the words "balance of power" from the debates.

"We must conduct our debates on the economic realities and not the language of power," Sir Ray Pennock, who becomes CBI president next year, said last night.

The Business Attitudes Guide is to be produced by Opinion Research and Communication and will cost a company up to £1,000 a year, depending on what information is required.

Changes in public opinion will be monitored at regular intervals on subjects such as pay, participation, and trade union militancy.

However, the Revenue has argued forcefully that a separate technical tax bill would over-burden it, leading to the non-stop drafting of new legislation.

A further difficulty was that it would be difficult to make the

rare species with an almost permanently closed season.

He argued that the hurried procedure of the Finance Bill was unsuited for consideration of complex tax issues and led to ill-considered and contradictory legislation. The Confederation of British Industry, as well as other outside bodies, strongly supported this line.

However, the Revenue has argued forcefully that a separate technical tax bill would over-burden it, leading to the non-stop drafting of new legislation.

He said in February 1977 that there was no reason "financial legislation should be treated as

Continued from Page 1

## Hunterston port

ments for handling traffic will operate.

The agreement was made in discussions between Mr. Bill Sirs, general secretary of the steel union and Mr. Alex Kitson, deputy general secretary designate of the Transport and General Workers' Union, together with other national and local officials. Officials of the corporation and the Clyde Port

Authority were in attendance. The arrangement, which covers about 60 jobs involves the Iron and Steel Trades Confederation manning equipment and the stockyards with on-shore jobs going to the Transport and General Workers' Union.

The confederation had always accepted that the on-shore jobs would be done by Transport Workers, although they argue that their position would be fully secured if Hunterston is made a full port — the union's principal concern.

## Secret reserves theory backed

By Michael Lafferty, Banking Correspondent

SUPPORT FOR the view that the annual accounts of the clearing banks contain secret reserves, in breach of the Companies Act, has come from a confidential internal clearing bank report.

The report was prepared and circulated within the banks last October by IERCO, the clearing banks' own research and analysis organisation.

It states that the clearers' so-called general bad debt provisions are in reality reserves and even goes so far as to suggest that the banks' specific bad debt provisions may be somewhat overstated.

Banks, like any other company, are entitled to build up provisions by charges against annual profits in order to cover loan losses. Companies normally do this by taking into account all debts that are known to be doubtful or bad, for which a specific provision is established, and by making a further general provision for further debts which they know on the basis of experience to be irrecoverable.

The extent to which a provision is overstated amounts to a reserve, which is part of shareholders' capital. An increase or decrease in unjustified provisions amounts to a distortion of profit.

The IERCO comments come in a paper titled "Banking Prudence: A Discussion Document," which was prepared at the request of the clearers' Banks and Government Steering Committee.

Dealing with the clearers' general provisions, it states:

"A general provision for doubtful debts is probably much more in the nature of a reserve than a provision."

"The point of issue is really whether it is a provision for losses that are already there . . . or whether it is a provision for losses which can be expected to arise in the future. The two most recent public statements on clearing banks' bad debt accounting practice—in the banks' Wilson evidence and in the Price Commission report—support the latter view . . . If abnormal, unexpected loan losses are incurred, the general provision will be available to absorb them, but its function in this respect is no different from capital; it should therefore be treated as capital."

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## THE LEX COLUMN

## P&O empties its oil tanks

Seasoned observers of the state of the property market say the oil scene is full of admiration for the high price that P&O has won for the sale of its U.S. oil and gas interests. The takeover deal fixed with Eagle Star on Friday night gives them \$30p a share in cash against the year's low point of 25p, and against the net asset value of 375p a share printed in the 1978 annual report which came out at the end of August. The accounts were based primarily on a March 1978 valuation, and property values have, of course, been firm since then. Yet it is surprising that a surplus of as much as 255m emerged in the revaluation carried out in August. Given a March 1978 value for the portfolio of a little over £100m the worth of these assets appears to have jumped by more than half in the space of just 17 months.

Still both sides claim to be happy with the basis of the latest valuation, which is by the same valuers (Weatheralls) as before. For Eagle Star it means that some £160m of good quality U.K. investment properties can be taken into life funds (and to some limited extent general funds) which have tended to be irrelevant to the oil price.

After the trauma of the last 12 months culminating in the resignation of the former chief executive in March, P&O has just put its house in order. It is still over-committed in the gas carrier market and plans to sell one of the big LPG carriers and probably one of the smaller vessels as well.

However, there is no hurry and the combination of the heavy asset sales plus the improvement in the bulk shipping market has revived the group's fortunes.

The swift recovery has not been missed by the sharp price which has jumped by over 50 per cent since the Spring during which time the stock market as a whole has fallen by a sixth. At 11p the shares yield 8.4 per cent.

With the benefit of hindsight P&O's management can be criticised for selling off too many ships when prices were at rockbottom levels and the decision to sell off the oil interests is open to debate given what has been happening to oil prices.

However, P&O has never hidden the fact that it sees itself first and foremost as a shipping company and the recent moves have all been aimed at ensuring that it remains one.

Eagle Star/Sunley

The way the property share sector index has skidded by 16 per cent since it reached its 1979 (and all-time) peak less than a month ago is telling us something about the underlying

market. In its anxiety to give small investors every chance to apply for P&O stock the Government has accorded the prospectus an initial print run of a million copies, the sort of treatment normally reserved for more sensational publications. The prospectus also appears in today's FT. In conjunction with the S1 circular being issued in the U.S. it makes a useful reference sheet, but little

attention is given to the sharp rise that has recently taken place: at £14.52 the offer sounds decidedly less generous. This sale, like its 1977 predecessor, may be a fair staging opportunity, and offers a chance to long-term funds to increase their exposure to the oil sector.

BP's special feature is its production of some 900,000 barrels a day of crude oil in Alaska and the North Sea, which gives it political appeal. But the shares are not necessarily cheap on a one-year view.

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